

Learning from integrated eCare practice and promoting deployment in European regions



D7.3 INTERIM REPORT ON DISSEMINATION ACTIVITIES

WP7 Exploitation support and dissemination

Version 1.0 /25th February 2016

The BeyondSilos project is co-funded by the European Commission within the ICT Policy Support Programme of the Competitiveness and Innovation Framework Programme (CIP). Grant Agreement No.: 621069

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Document information

Organisation responsible

empirica

Authors

Müller, Sonja (empirica)
Meyer, Ingo (empirica)
Meropi Papagheorghe (empirica)
Adriano Fernandes (SCMA)
Rute Concalves (Amadora Municipality)
Jordi Piera Jimenez (BSA)

Contributing partners

All partners

Reviewing partners

John Oates (HIM SA)

Delivery date

24th February 2016

Dissemination level

P Public

Version history

Version	Date	Changes made	By
V0.1	30.11.15	Document structure	EMP
V0.2	21.01.16	Collection of dissemination activities	EMP, all partners
V0.3	24.02.16	Draft final version for QA	EMP
V1.0	25.02.16	Version for issue	John Oates

Outstanding issues

None

Filename

D7.3 v1.0 BeyondSilos Interim report on dissemination activities

Executive summary

This deliverable presents the outcomes of the dissemination work of the project in its second year. The project developed its overall communication & dissemination plan at an early stage. Its purpose is to capture how dissemination of project progress and achievements to external parties, communication of results to all relevant stakeholders, and marketing is managed throughout the project life cycle. It provides an overview of the strategy that the consortium is aiming to follow in order to achieve effective dissemination and communication of project results.

The major dissemination achievements of the second year include:

- The website has been continuously extended and updated with eight news items and three videos.
- Twitter extended to a community of 186 followers by issuing 352 (year 1 & 2) tweets on project events, publications, videos and pilot experiences.
- BeyondSilos partners presented the project at 15 events.
- The project has been informed on a regular basis about potential publication opportunities; publications and newspaper articles have already been issued.
- Four videos clips were produced presenting this initial phase of the project, with a lot of work going on regarding planning, requirements evaluation and implementation preparation.
- The consortium is well represented in the EIP on AHA; several partners are very active in the B3 Action Group on integrated care. The project is closely cooperating and coordinating efforts with several other initiatives such as CareWell and SmartCare.
- Regional integrated care programme partnerships were active at each of the pilot sites.
- The comprehensive training roadmap was updated. Three mentoring workshops took place during the second year.
- The project, together with SmartCare, CareWell and IFIC, organised a conference on “Technology Innovations: Supporting Integrated Care at Home and in Communities”



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1 Introduction

1.1 Purpose of document

This deliverable presents the second report on dissemination undertaken in the second year of the project. It presents outcomes of five different tasks that commenced in year 1 and continued throughout year 2:

- Task 7.3 – Learning approach & interaction with existing actions (M1-36).
- Task 7.4 – Project Advisory Board constitution and meetings (M1-36).
- Task 7.5 – Set up and operation of BeyondSilos integrated care programme partnerships (M3-36).
- Task 7.7 – External dissemination activities (M4-36).
- Task 7.8 – Project web presence and online media management (M4-36).

1.2 Structure of document

- Chapter 2 presents the overall communication and dissemination strategy of the project, including the definition of five main dissemination topics and target groups for dissemination.
- Chapter 3 presents a description of the project-wide communication & dissemination plan as well as regional dissemination plans.
- Chapter 4 presents the dissemination activities that have been carried out in the second project year, including the maintenance of a project website, the publication of a newsletter and the production of videos.
- The activities of the User Advisory Board are presented in chapter 5.
- Chapter 6 summarises what has been done in the second year in relation to the BeyondSilos integrated care programme partnerships.
- Chapter 7 describes the learning approach & interaction with existing actions, which includes the updating of a roadmap and the organisation of three mentoring workshops in year 2.
- Dissemination and communication activities are regularly monitored by the dissemination manager. The approach for this is shown in chapter 8.
- Finally, future dissemination plans are presented in chapter 9.

1.3 Glossary

BSA	Badalona Serveis Assistencials
PCC	Project Coordination Committee
RICPP	Regional integrated care programme partnerships

2 Communication and dissemination strategy

The BeyondSilos consortium, in an effort to help the relevant stakeholders accept the overall principle of the project initiatives and raise public awareness, acknowledges dissemination as a pivotal action line. Efficient dissemination is a fundamental activity, since its success contributes decisively to both the short- and long- term impact of the project and the services developed. Careful and early planning of dissemination, communication and marketing activities and the commitment of all partners is thus of great importance.

2.1 Overall approach

Dissemination activities as a horizontal activity within the BeyondSilos project are strongly related to all other work packages. The dissemination work package receives input from different work tasks, depending on the actual project phase and is particularly strongly interacting with the exploitation and evaluation work packages. Project aims, plans and (interim) results are disseminated and communicated to all interested parties from kick-off onwards through a large set of different dissemination channels.

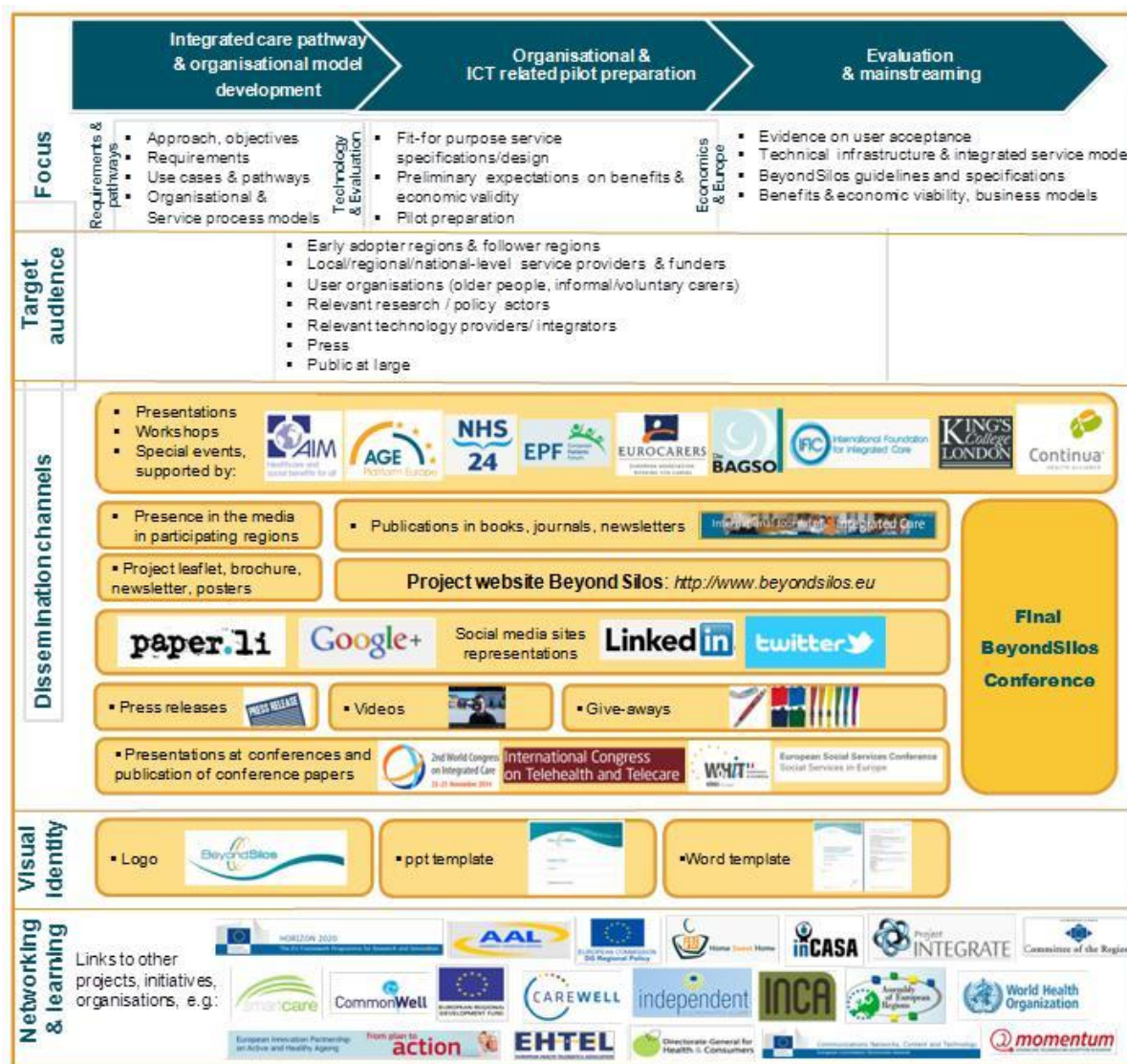


Figure 1: BeyondSilos dissemination strategy

In order to be effective and efficient, the dissemination strategy and channels need to:

- Be oriented towards the needs of the audience, using appropriate language and information levels.
- Include various dissemination methods: written text including illustrations, graphs and figures; electronic and web-based tools; and oral presentations at community meetings and (scientific) national and international conferences.
- Leverage existing resources, relationships, and networks fully.
- Interact with and effectively link to other relevant projects and initiatives.
- Be effectively conducted on several geographical levels, using appropriate dissemination channels.

BeyondSilos pursues a multi-dimensional and large scale dissemination approach as depicted in the figure above.

2.2 Dissemination & communication topics

Dissemination & communication activities are informed by dedicated topics formulated by the consortium for time spans of between 3 and 12 months, reflecting the different project phases.

During each of these phases, special emphasis is put on the assigned topic in terms of news items, short texts / blog posts, videos etc. This does not mean that all dissemination activities solely focus on the topic currently running, but that concentrated efforts will be taken to specially promote the current dissemination topic, focusing on appropriate means for the right target groups. It also facilitates overall structuring of dissemination activities and overall marketing.

For each dissemination topic, an editorial team consisting of around three project partners is set up. The editorial team ensures adequate dissemination of each topic, and organises the collection and creation of content. In a first step, the target groups and appropriate dissemination means for the topic are defined. Further to this, key messages that the project will publish are suggested by the editorial team and agreed among all project partners.

For each dissemination topic, the editorial team is set-up in the beginning, and a conference call is held where main objectives, means and time scales are discussed and agreed. A chief editor is selected who is responsible for overall management of the editorial team. Generally, the following activities are planned for each dissemination topic:

- Development of introductory documents: Blog; Vlog; homepage on the website describing what the topic means for BeyondSilos and what the project does in this regard; literature collection.
- Development of news items featuring the topic.
- Social network activities: participation in LinkedIn discussion groups, Twitter.
- Summary of main achievements of BeyondSilos.
- Transition to next dissemination topic.

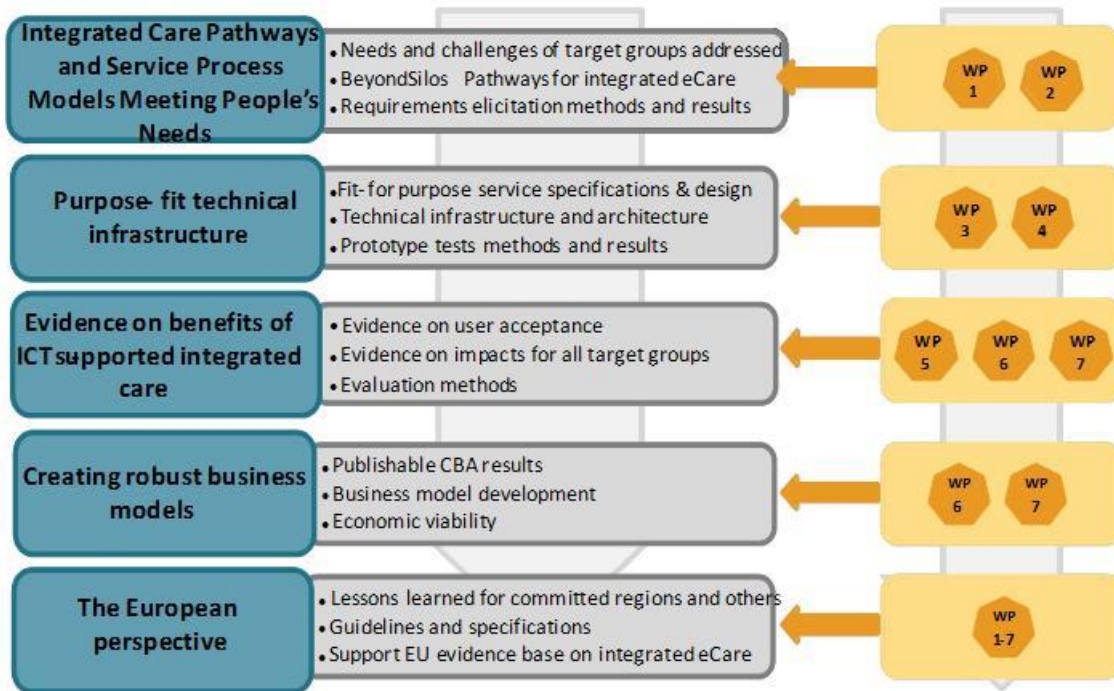


Figure 2: BeyondSilos dissemination topics

For each dissemination topic, the editorial team decides on key messages to be communicated by which media and to whom. This approach ensures that key communication messages are formulated first, followed by choosing the appropriate channels and media, rather than the other way around.

2.3 Dissemination and communication objectives

BeyondSilos implements and regularly updates a large set of different dissemination means that pursue different dissemination objectives and target groups respectively. Following an adapted version of the marketing principle “AIDA” (Awareness, Interest, Desire, Action), the guiding dissemination principles in BeyondSilos for the different groups of dissemination means are described in the figure below.

Awareness refers to informing the wider public of the rationale, aim, and (interim) results of the CareWell project and making the project well known in the wider public and dedicated research and practice scenes. Usual target groups are the wider public and larger groups of special target users. Appropriate dissemination channels include short documents/flyers giving some general information of the project, posters, press releases, and to a limited extent also the website.

Interest means to make people who are already aware of the existence of the project curious and interested to know more and to get involved. Also, interest for dedicated sub-topics can be created by means such as presentation at conferences, videos and a well-designed project website.

Search means to keep project dissemination means updated in order to not lose the interest of the target groups as the project goes along. It also means to provide online material as well as printed materials and speeches at conferences and events. It will also be crucial to regularly engage in social media website such as Twitter or LinkedIn to keep up the interest in the project. The same is true for regular publication of news items on the project website and partner websites.

Action refers to leading dedicated target groups such as in our case public authorities or external care providers towards taking action based on BeyondSilos results. This may mean paving the way for replication of the BeyondSilos services through dedicated exploitation workshops or influencing policy

makers and funding topics / mechanisms through the active support of the EIP AHA initiative or strong and interactive cooperation with the members of the advisory boards.

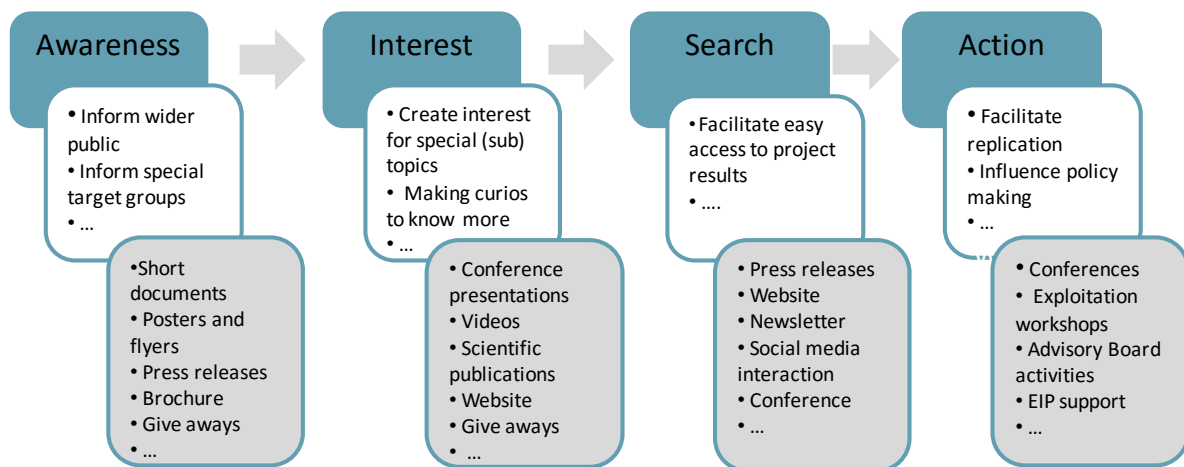


Figure 3: Dissemination principles "AIDA"

The BeyondSilos dissemination strategy is comprised by a set of goals:

- To widely disseminate the concept of the BeyondSilos project and the innovative services which are developed within BeyondSilos.
- To increase public awareness on the very sensitive and important issues in both the ICT and integrated care domain that BeyondSilos addresses.
- Communicate the benefits of this project to the professional media, to the target service beneficiaries, to professionals working in this area (caring and delivering healthcare for those over age 65), to policy decision makers and to other interested stakeholders.
- To communicate with other R&D and EC or internationally funded related projects and initiatives, especially in the field of ICT-supported integrated care.
- To support policy making by actively contributing BeyondSilos results to ongoing policy initiatives, in particular the EIP AHA.
- To facilitate service mainstreaming and replication through the publication of BeyondSilos deployment guidelines and the conduct of exploitation workshops.
- To ensure that the project establishes and benefits from an effective network of stakeholders in the participating countries and elsewhere in Europe.
- To ensure that communication between stakeholders is effective and easy.
- To gain the trust and involve the media wherever possible to further help with dissemination.
- To establish a visual identity.

Based on these goals, and taking into account the target group definition, the communication & dissemination plan will not be static, but will be continuously updated as new opportunities for dissemination arise and new project results are available.

2.4 Dimensions and target groups

Identifying target groups is an important step in deriving the communication & dissemination plan. It is important to consider that while many dissemination means are a 'push out' towards the target audience, they are only effective when there are also mediums and channels for the target audiences to provide feedback and take action. The term target groups implies all groups of people with certain characteristics

that could, potentially, be interested in the BeyondSilos project results. The reasons for being interested in BeyondSilos may vary, and may be either personal, scientific or professional, or they may just be EU citizens interested in developments in a specific area and how these developments are going to affect their every-day life. The appropriate definition of the target groups is a crucial task, since dissemination activities and means need to be tailored to fit the specific interests (and sometimes abilities) of each group.

Dissemination activities need to be very carefully planned and need to “speak” various languages because they address totally different target groups such as older people, the technical and research community or business managers and policy makers etc. In order to adequately address relevant target groups, a mix of different dissemination means has been developed and is regularly updated during the project. Each dissemination means is designed according to the dedicated target group to be addressed. Target groups for each dissemination means are summarised in the table below.

Table 1- BeyondSilos potential dissemination target groups

	Older people/patients	Informal carers	Healthcare and social care providers	Health and social care professionals	Third sector organisations	Public authorities	EU policy makers	Industry	Wider public	Media	Academia
Website	✘	✘	✘	✘	✘	✘	✘	✘	✘	✘	✘
Poster			✘	✘	✘	✘	✘	✘			✘
Brochure, flyer			✘		✘	✘	✘				✘
Press releases						✘	✘			✘	
Presentations	✘	✘	✘	✘	✘	✘	✘	✘			✘
Scientific publications			✘	✘		✘	✘				✘
Newsletter			✘	✘	✘	✘	✘	✘			✘
Policy support						✘	✘				
Case studies	✘	✘	✘	✘	✘	✘	✘	✘			✘
Videos & Photos	✘	✘	✘	✘	✘	✘	✘		✘		
Study newsletters	✘	✘		✘	✘	✘					
Social media	✘	✘	✘	✘	✘	✘	✘	✘	✘		
Exploitation workshops			✘	✘	✘	✘					
Final conference			✘	✘	✘	✘	✘			✘	✘
Give-aways	✘	✘	✘	✘	✘	✘	✘	✘	✘	✘	✘
Study visits & open days	✘	✘	✘	✘	✘			✘			

Older people (care clients / patients) & informal carers

Services developed in BeyondSilos ultimately address older people who are clients of social care providers or patients or both, making them of course a very important target group of dissemination activities. Language and format of the different dissemination means will be designed specifically for this target

group. Pilot participants will, in addition, receive regular newsletters about the project to keep them informed and engaged.

Healthcare and social care providers & professionals

Care providers and professionals are one of the key target groups in BeyondSilos and their buy-in and engagement in the new services is of the utmost importance. It is thus crucial to focus different dissemination activities on this target group.

Public authorities

Public authorities are one of the main players when it comes to care provision organisation and decision making. They will in BeyondSilos be reached by a large basket of dissemination channels, as shown in the table above. The involvement of public authorities will also play a crucial role when it comes to ensuring the BeyondSilos services will be retained as mainstream services and when it comes to up-scaling and replication of the services.

EU policy makers

Support of policy making processes at supra-national level will be one of BeyondSilos' key dissemination goals. Interaction, particularly with the members of the EIP AHA group on integrated care, will ensure that BeyondSilos results will be exploited at EU level and inform policy making and other related projects.

Industry

ICT industry needs to be informed on new developments in the field, in order to increase market potential for BeyondSilos solutions. Addressing industry players through participation in fairs and exhibitions will be an important BeyondSilos dissemination pathway.

Wider public

Apart from dedicated target groups, BeyondSilos will also be reachable for an interested wider public, mainly through its website and social media such as Twitter or Facebook.

Academia

BeyondSilos results such CBA or evaluation methods and results for ICT-supported integrated care services will strongly contribute to new evidence in the field. Dissemination through journals and presentations in academic conferences is thus also crucial.

Media

Unlike many of the other groups which are reached by means of journals, conferences and industry events/networking, the media present a less cohesive and focused, but important group. The media play an important role in public education, and cannot be overlooked in that context.

3 The BeyondSilos communication & dissemination plans

3.1 The project-wide communication & dissemination plan

The project-wide dissemination plan was developed in M4 of the project. Its purpose is to capture how dissemination of project progress and achievements to external parties, communication of results to all relevant stakeholders, and marketing, will be managed throughout the project life cycle. It provides an overview of the strategy that the consortium is aiming to follow in order to achieve effective dissemination and communication of project results.

The BeyondSilos consortium, in an effort to help the relevant stakeholders accept the overall principle of the project initiatives and raise public awareness, acknowledges dissemination as a pivotal action line. Efficient dissemination is a fundamental activity, since its success contributes decisively to both the short- and long- term impact of the project, and the services developed. Careful and early planning of dissemination, communication and marketing activities and the commitment of all partners is thus of great importance.

The communication & dissemination plan provides key strategies for dissemination, communication and marketing, including practical advice and specific templates that BeyondSilos partners can adapt for their use. It elaborates on the details of the types of dissemination activities to be undertaken during the project lifetime, focusing on all relevant target groups and distinguishing between different geographical levels of dissemination and communication. The communication & dissemination plan is set up as a living document, and will be reviewed bi-annually and updated as the project proceeds.

3.2 Regional / local dissemination plans

Apart from the global communication & dissemination plan, pilot sites and other project beneficiaries are asked to regularly update “local communication plans”. Local communication managers report regularly (twice a year) to the overall project dissemination manager.

In order to support BeyondSilos partners to choose the right communication means for the different target groups, a checklist has been designed that serves as a guideline for local and regional dissemination purposes.

Table 2: Checklist for regional/local dissemination plans

Study participants and participating agencies	
<ul style="list-style-type: none"> • Distribute flyers, brochures & research briefs (e.g. in health centres, clinics, agencies, and neighbourhoods). • Send a regular newsletter summarizing research in progress. • Host or attend seminars. 	<ul style="list-style-type: none"> • Host community forums to discuss the project activities. • Send letter of thanks (anonymous or targeted). • Ask agencies to feature the project in their newsletters & websites.

Older people not participating in the study	
<ul style="list-style-type: none"> • Distribute flyers, brochures & research briefs (e.g. in health centres, clinics, agencies, and neighbourhoods). • Publish interesting and “speaking” case studies and videos. 	<ul style="list-style-type: none"> • Host community forums to discuss the project activities. • Be active in social media and TV. • Report on project progress in newsletters, news items of participating user representation organisations.
Informal carers	
<ul style="list-style-type: none"> • Distribute flyers, brochures & research briefs (e.g. in health centres, clinics, agencies, and neighbourhoods). • Publish interesting and “speaking” case studies and videos. 	<ul style="list-style-type: none"> • Host community forums to discuss the project activities. • Be active in social media and TV. • Report on project progress in newsletters, news items of participating user representation organisations.
Healthcare and social care professionals	
<ul style="list-style-type: none"> • Distribute flyers, brochures & research briefs. • Distribute summary document. • Send a regular newsletter summarising research in progress. • Present posters in seminars, workshops and conferences. 	<ul style="list-style-type: none"> • Organise workshops presenting BeyondSilos results and collect feedback. • Invite them to the final conference. • Publish interesting and “speaking” videos and case studies.
Third sector organisations	
<ul style="list-style-type: none"> • Distribute flyers, brochures & research briefs. • Distribute summary document. • Send a regular newsletter summarising research in progress. • Present posters in seminars, workshops and conferences. 	<ul style="list-style-type: none"> • Organise workshops presenting BeyondSilos results and collect feedback. • Invite them to the final conference. • Publish interesting and “speaking” videos and case studies.
HC & SC providers	
<ul style="list-style-type: none"> • Distribute flyers, brochures & research briefs. • Distribute summary document. • Send a regular newsletter summarising research in progress. • Host or attend seminars and conferences, workshops. 	<ul style="list-style-type: none"> • Distribute case briefs and case studies. • Attend clustering workshops. • Publish in journals, papers. • Publish press releases. • Organise workshops presenting BeyondSilos results and collect feedback. • Invite them to the final conference.

Policy makers	
<ul style="list-style-type: none"> • Distribute flyers & brochures. • Distribute summary document. • Send a regular newsletter summarising research in progress. • Host or attend seminars and conferences, workshops. 	<ul style="list-style-type: none"> • Distribute case briefs and case studies. • Attend clustering workshops. • Publish in journals, papers. • Publish press releases. • Organise workshops presenting BeyondSilos results and collect feedback. • Invite them to the final conference.
Industry	
<ul style="list-style-type: none"> • Distribute flyers & brochures. • Distribute summary document. • Send a regular newsletter summarising research in progress. 	<ul style="list-style-type: none"> • Present project poster. • Engage in social media. • Invite them to final conference. • Present BeyondSilos at fairs and exhibitions.
Wider public	
<ul style="list-style-type: none"> • Distribute flyers & brochures. • Engage in social media. 	<ul style="list-style-type: none"> • Host community forums to discuss the research. • Have an interesting and up-to-date project website.
Academia	
<ul style="list-style-type: none"> • Distribute flyers & brochures. • Distribute summary document. • Send a regular newsletter summarising research in progress. • Host or attend seminars, conferences, workshops. 	<ul style="list-style-type: none"> • Engage on social media. • Publish in books and scientific journals. • Have an interesting and up-to-date project website. • Invite them to the final conference.

4 Dissemination Activities in Year 2

4.1 Online material & interaction

Disseminating knowledge and results online and interacting via social media sites is nowadays one of the most important and effective dissemination channels. The BeyondSilos achievements are published on its own project website, and on the websites of beneficiaries. In addition, social media representation is gaining enormous importance these days. Thus, BeyondSilos is present on YouTube and Twitter.

4.1.1 BeyondSilos website

The project website is one of the most important dissemination means of BeyondSilos, providing an entry point for a variety of stakeholders such as the scientific community, care providers and professionals, industry, policy makers and a wider audience. The objective of the website is to present the project and its work to these stakeholders. The focus is on the services developed and their implementation in the pilot regions, rather than providing more technical status updates on the project itself. In that sense for instance, public deliverables will be presented, but most attention will be paid to communicating core contents such as the pathways or the technical infrastructure in ways that are appealing to a wider audience.

The structure of the website is shown in the figure below. It became public in June 2014 under the URL www.beyondsilos.eu.

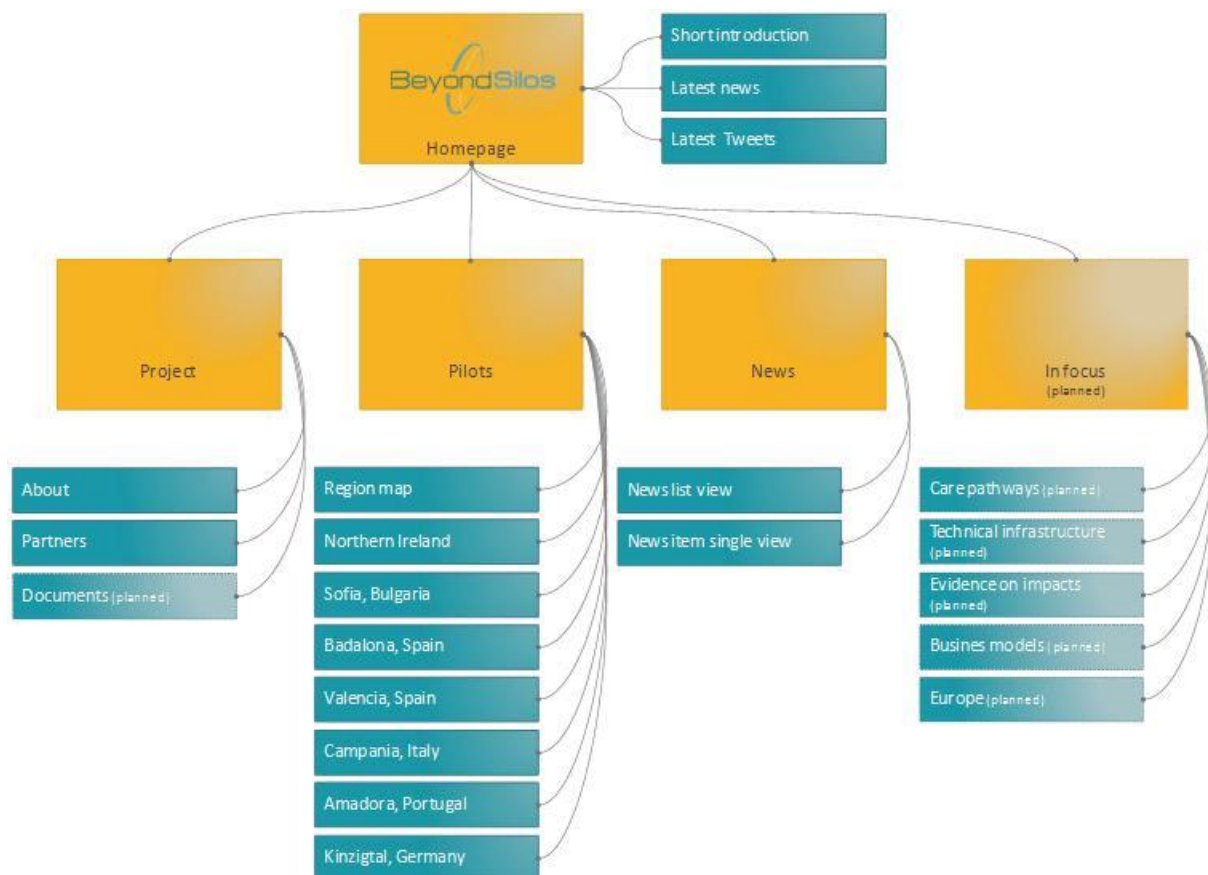


Figure 4: Structure of beyondsilos.eu, showing current and planned elements

The website will be expanded as the project progresses and more content becomes available. The most notable addition, apart from news items, will be the *In focus* section, addressing a number of topics related to BeyondSilos’ work, as described above.

Technically, the web site is based on recent technology. The layout uses a bootstrap template for responsive design, i.e. seamless output on different types of user agents (including mobile phones and tablets of different sizes). The design follows the BeyondSilos look and feel that was developed to appear both clearly structured as well as lively, to communicate the project’s goal of pursuing an important issue with enthusiasm and fun. In practical terms, the design of the website emphasises usability, and guides visitors’ attention to content matter.

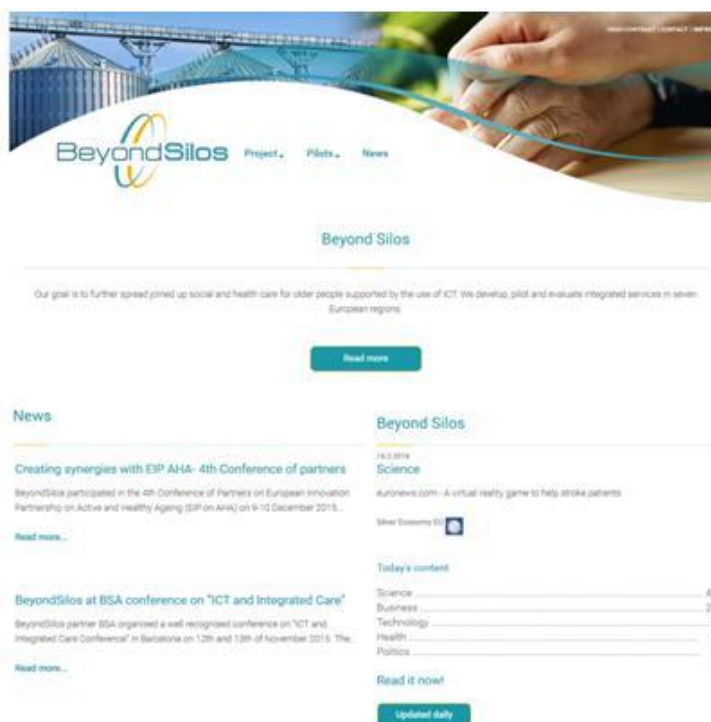


Figure 5: Homepage of beyondsilos.eu

The homepage contains a very short introduction to the project. It also displays the three latest news items, providing easy access to everything that is new and interesting in the project, e.g. when the project has been presented at a recent conference, produced a new public report, had a consortium meeting etc. It also displays the summary of and link to the BeyondSilos paper.li newsletter.

Partner presentation

The pilot regions are listed together. Clicking on a name leads to a detailed view of the respective region, currently showing more information about the region itself, its geography and population. As the service development work progresses, information about the services to be piloted is planned to be shown as well.

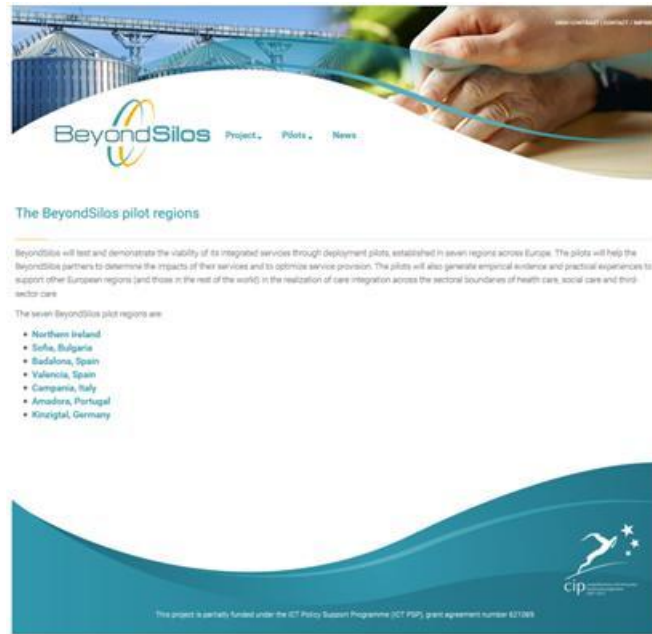


Figure 6: Project partners on beyondsilos.eu

Project news

News items on the website are regularly updated, and contain relevant project information and event reporting as well as presentations for download. News are either produced by the Dissemination WP lead, or by project partners. To offer content to a wider audience, and to lower the threshold for reproducing content originally provided in a local setting, news items can be published in any language of one of the project partners.

The two most recent news items are always automatically presented on the homepage of the website, which makes it appearance change regularly, and makes users curious to further explore the website.



Figure 7: News page on beyondsilos.eu

A total of 12 news items were published on the project website in the last reporting period, ranging from reports about the current status of the project to information about various activities carried out by project partners.

Accessibility

As a general consideration for the requirements of people with disabilities, but also in response to relevant EU regulations, the project website is made accessible through use of required mark-up and application of the principle of graceful degradation. Together with the responsive design, this allows the website to be displayed on different types of output devices, read by screen readers, and more generally for its appearance to be adapted by users to meet their own demands. As a part of this, the website also contains a high contrast layout that can be switched on and off using a button on the top-right corner of the website.

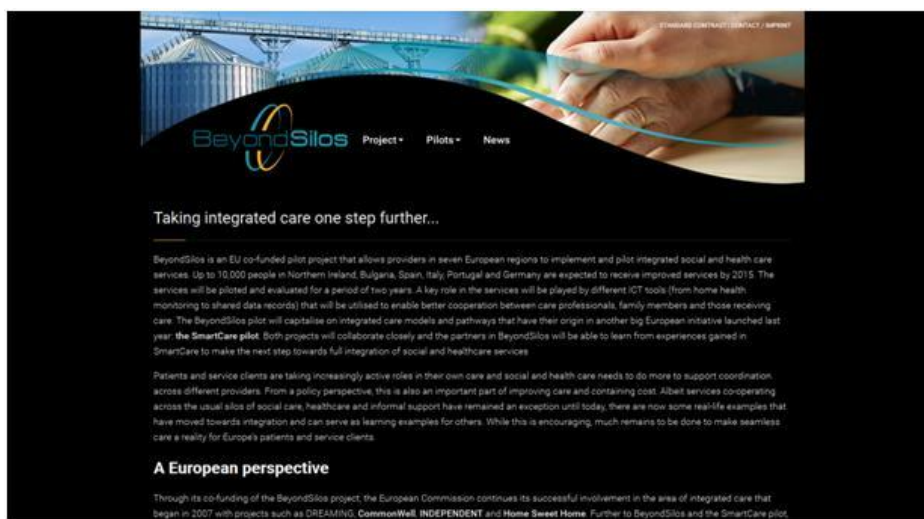


Figure 8: Website high contrast layout

Website analytics

Analytical data in Figure 9 shows that the official BeyondSilos website has attracted over 1600 visits in 2015, generating over 5000 page views. Most traffic was registered in August 2015.

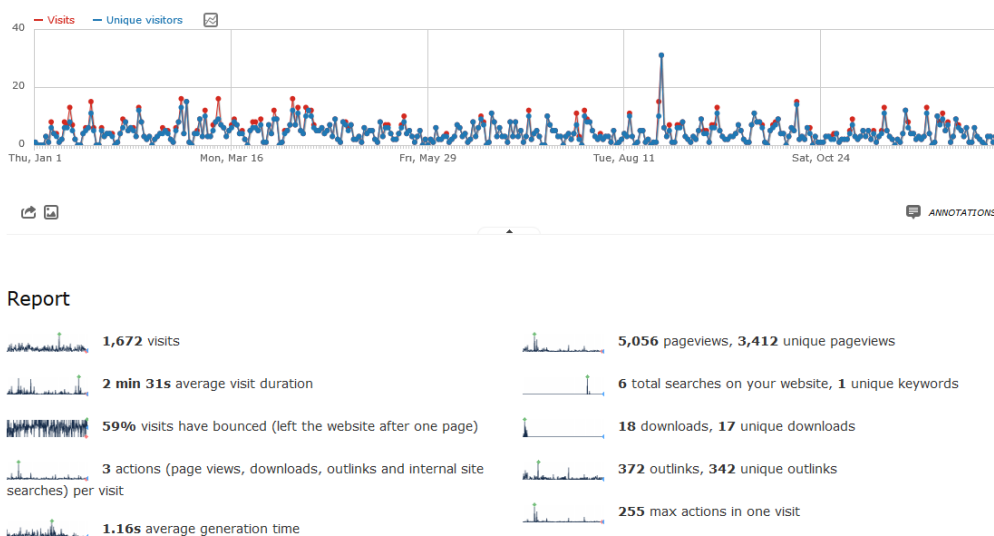


Figure 9: BeyondSilos official website analytics 2015

The majority of visitors are European; however, the single country with the highest number of visitors is the United States, as the figures below show.

Continent

CONTINENT	VISITS
Europe	1,118
North America	419
South America	103
Asia	21
Unknown	5
Oceania	4
Central America	2

52 distinct countries

Country

COUNTRY	VISITS
United States	411
Germany	259
Spain	251
United Kingdom	144
Italy	125

1-5 of 52 NEXT >

Figure 11: Beyond Silos official website visitors by country

Figure 10: Beyond Silos official website visitors by continent

Join websites

Aside from BeyondSilos’s official page, a joint webpage for BeyondSilos, CareWell and SmartCare, titled Integrated eCare in Europe, has been created under the domain www.integrated-ecare.eu. Clicking on the BeyondSilos logo anywhere on the Integrated eCare page redirects to the BeyondSilos website homepage.



Figure 12 Joint website “Integrated eCare in Europe”

The launch of the joint website was also accompanied by the creation of the Integrated eCare Wiki page (<http://wiki.integrated-ecare.eu/>), accessible to partners from the three projects. The Wiki is a collaborative environment allowing partners to exchange good practices, such as those on patient empowerment.

As described earlier, social network activities will be strongly steered by the editorial teams of the dissemination topics.



Figure 15: BeyondSilos Twitter account

Through regularly publishing tweets (352 tweets as of February 2016) the project as a whole has so far attracted 186 followers, amongst which are high-profile follower such as IFIC, SmartCare, CareWell, INTEGRATE, EIP on AHA, AGE.

4.1.4 Newsletter

The newsletter is published weekly via Twitter, and presents latest results and achievements from the project. Further to this, the newsletter includes relevant external news from e.g. related projects or initiatives.

4.2 Print material

Apart from online dissemination & communication means, printed material is used, mainly for distribution and presentation at events with the main aim to inform people about the project and attract them to the website, which will be updated more regularly than the printed material.

4.2.1 BeyondSilos “business card”

A total of 500 cards similar to business cards have been produced, using the visual identity and logo of BeyondSilos, and providing a link to the official BeyondSilos webpage. The small format allows for them to be distributed and kept very easily.



Figure 16: BeyondSilos “business card” front and back

4.3 Presentations at conferences, workshops and other events

Personal contacts with relevant stakeholders are a great way to promote and demonstrate projects goals and results, as well as network with interested members of the community. This is particularly important for the project, as the results will be of interest to people at the intersection of three main areas, namely social care, health care and ICT, as well as administration and politics. Regardless of the size of the event (number of participants, duration, or degree of popularity), or the kind of input given at the event, an interested, open minded and dedicated audience is present which will take on board the information provided about the project. To address the community, present and discuss results, members of the consortium contribute to important conferences and events.

4.3.1 Dissemination means to be used for distribution at conferences and other events

There is a range of dissemination means available to be distributed / shown at conferences and other events:

- Brochure.
- 1-pager.
- Pull-up banner.
- BeyondSilos “business card”
- Give-aways (in the future).

In order to address the wider communities, present and discuss results, and drive future exploitation, the project partners are expected to submit papers and actively contribute to national, European and international conferences and events.

To monitor deadlines for other relevant events, BeyondSilos uses an events collection template circulated to all project partners.

In the second project year, BeyondSilos was presented at 15 public events, listed below.

Table 3: Presentation of BeyondSilos at conferences and other public events

	Name & date of event	Dissemination objective			Target group						
		Awareness raising	Interest creation	Action promotion	Older people / carers	Care providers	Policy makers	Industry	Wider public	Media	Academia
1	European Summit on Innovation for Healthy and Active Ageing, March 2015	X	X		X	X	X	X	X	X	X
2	15th International Conference for Integrated Care, March 2015	X	X			X	X	X		X	X
3	Informal meeting: “Integrated care projects and ICT solutions” (Arvato), April 2015	X	X	X			X				
4	Informal presentation to homecare teams of BSA and third sector, April 2015	X	X			X					
5	Training school: Change management for integrated care, May 2015	X		X			X				X
6	Presentation to Smarter Futures EEIG, September 2015	X	X	X			X	X			
7	Mentoring Workshop “Creating value through stakeholder engagement – beyond your own silo”, September / October 2015	X	X	X		X	X	X			X
8	Campania Pilot Stakeholder Conference, September 2015	X	X	X		X	X	X	X	X	X
9	Technology Innovations: Supporting Integrated Care at Home and in Communities, WHINN, October 2015	X	X			X	X	X		X	X
10	Presentation of the project to the Local Council for Social Action (Amadora), November 2015	X	X	X	X	X	X	X	X	X	X
11	V Jornadas TIC de Badalona Serveis Assistencials, November 2015	X	X			X	X	X		X	X
12	Jornada TIC Salud Valencia II, December 2015	X	X				X	X			X
13	Informal presentation to Badalona medical directors staff, December 2015	X	X	X		X	X				
14	Mentoring workshop at PCC meeting in Kinzigal, January 2016	X	X	X		X	X	X			X
15	EIP on AHA Conference of Partners, January 2016	X	X				X			X	X

4.3.2 Conference “Technology Innovations: Supporting Integrated Care at Home and in Communities”

BeyondSilos was co-organiser of the conference “Technology Innovations: Supporting Integrated Care at Home and in Communities” as part of WHINN Week of Health and INNOvation 2015, held in Odense. This conference considered how to use new technologies to support people with complex chronic needs to live independently and well in their homes and communities. In particular, it examined the issues of ‘how to’ deploy effective technological innovations in practice and at-scale. The conference was aimed at participants of major EU projects and initiatives in this field, as well as managers, health and social care professionals and academics concerned with the development of ICT to support the better management of integrated health and social care. The programme featured work from all hosting partners (SmartCare, CareWell, BeyondSilos and EIP on AHA) who demonstrated progress in their individual projects and initiatives.



Figure 17: Conference “Technology Innovations: Supporting Integrated Care at Home and in Communities”

4.4 Publications, news, newsletters

Publications of BeyondSilos in the second project year include:

- Newsletters.
- Newspapers / magazines.
- Leaflets, brochures.
- Online news.

In the project’s second year, BeyondSilos partners continued to raise awareness of the project through publications. Most of them are newsletters (the weekly BeyondSilos newsletters), website entries (news items on the project website and partner organisation websites), but there were also publications in the online and printed press.

The table below lists publications, news items, magazine articles from the second project year.

Table 4: List of publications, news items, and magazine articles in the second project year

Partner	Date	Type	Publication
BSA	13.04.2015	Website-Entry	BSA and European projects
BSA	28.09.2015	Brochure	Badalona Serveis Assistencials R&D&I (new version)
BSA	10.08.2015	Brochure	“Informe de gestió” section
BSA	29.07.2015	Brochure	R&D&I - BSA's annual report section
BSA	16.11.2015	Website-Entry	V Jornadas TIC de Badalona Serveis Assistencials News
BSA	15.09.2015	Website-Entry	BeyondSilos Training School News
CPRH	15.06.2015	Interview	Interview with Dr. Christina Christova
CPRH	30.06.2015	Interview	Interview with Dr. Stoicho Katsarov
empirica	ongoing	Newletter	Weekly Newsletter
Campania		Newspaper	Assistenza in casa, via al progetto hi-tech



Figure 18: Italian newspaper article on the stakeholder conference in Campania (Salerno)

4.5 Videos

Videos are used to communicate project news and background information in an appealing format, complementing the use of textual content.

Video production is usually done by the Dissemination WP lead, but videos can also be produced or provided by project partners to be embedded on the website. The content side of video production is done by staff members actively involved in project work, including script writing, arranging interviews or on-location shots, carrying out interviews, content editing in post-production, and quality check prior to publication.

Technically, video is recorded either in 4k (3840x2160), 29.97fps PAL or FullHD (1920*1080), 29.97fps PAL, rendered as FullHD for publication. Different frame rates may be used in recording for special effects (e.g. slow-mo) or to avoid screen flickering (e.g. when recording computer screens or under neon light). Audio is usually recorded on separate audio recorders, using directional microphones to reduce pickup of background noise. Post-production usually consists of editing, image stabilisation and optimisation, audio cleaning and rendering, using professional grade software from the Adobe Creative Suite family. A video intro and outro were produced, using elements of the overall project design as well as the project logo, in

order to facilitate identification across media. Videos are scored with a signature music track that is also the same across all videos produced.



Figure 19: Screenshots of video intro and outro

Videos are published on YouTube in a dedicated playlist for the project, reachable via: <http://www.youtube.com/playlist?list=PLVBzL7WI9g01MAKqKDINx7MPIPyWUxAut>. Videos are also embedded on the project website, either as part of a news item or on the pilot region pages. Each video is also tweeted via the project’s Twitter account.

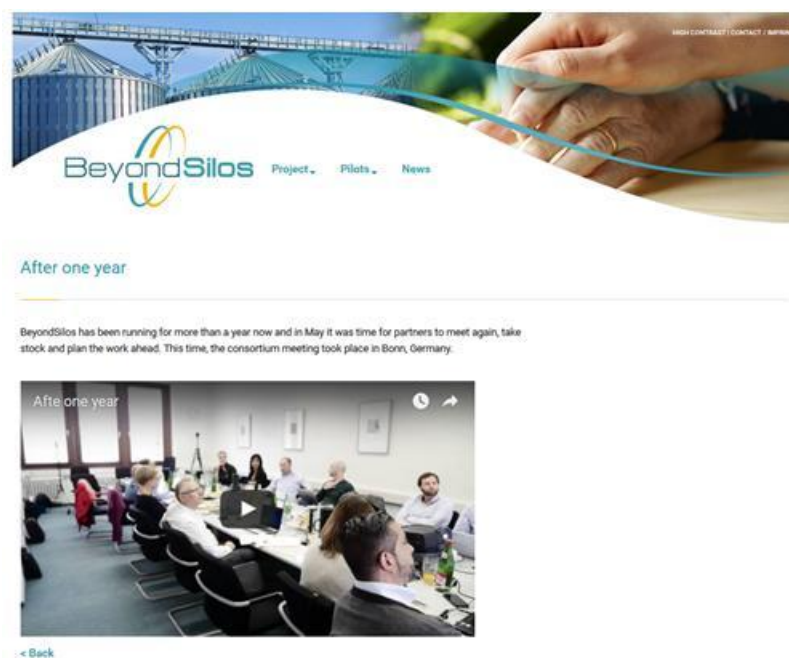


Figure 20: Video embedded in a news item on the website

In the second project year, the project produced and released four videos, including one retrospective video.

- After one year.
- Training School – Change Management for Integrated Care.
- BeyondSilos: Valencia Training Workshop, 28th January 2015.
- Innovation through integration in the LaFe Hospital in Valencia.



Figure 21: Screenshot from 2nd Training School video

5 BeyondSilos User Advisory Board

The BeyondSilos Consortium avails itself of a Project Advisory Board representing the voice of relevant stakeholders such as industry, patients and professionals, and experts on integrated care. The main aim is that the Board supports project activities having to do with achieving sustainable service models and realistic deployment scenarios, as well as with maximising knowledge transfer both between pilot sites with entities outside the core project. In order to make outcomes valuable for the project generally, and the pilot sites in particular, the focus of activities of the Advisory Board is on:

- User-centred pathway implementation.
- Change management.
- Sustainability and transferability potential.
- Informal carer and volunteer support.

These topics have been identified by the BeyondSilos pilot site as being “good practice” topics where other sites (internal and external to the project) could learn from and improve their future service and performance accordingly. A further aim is to maximise synergies and share lessons learned and experiences, as well as networking with CareWell and SmartCare. Therefore, experts on the topics above have been invited who are also involved in SmartCare. This way, a smooth knowledge transfer is ensured, and synergies between the projects enhanced.

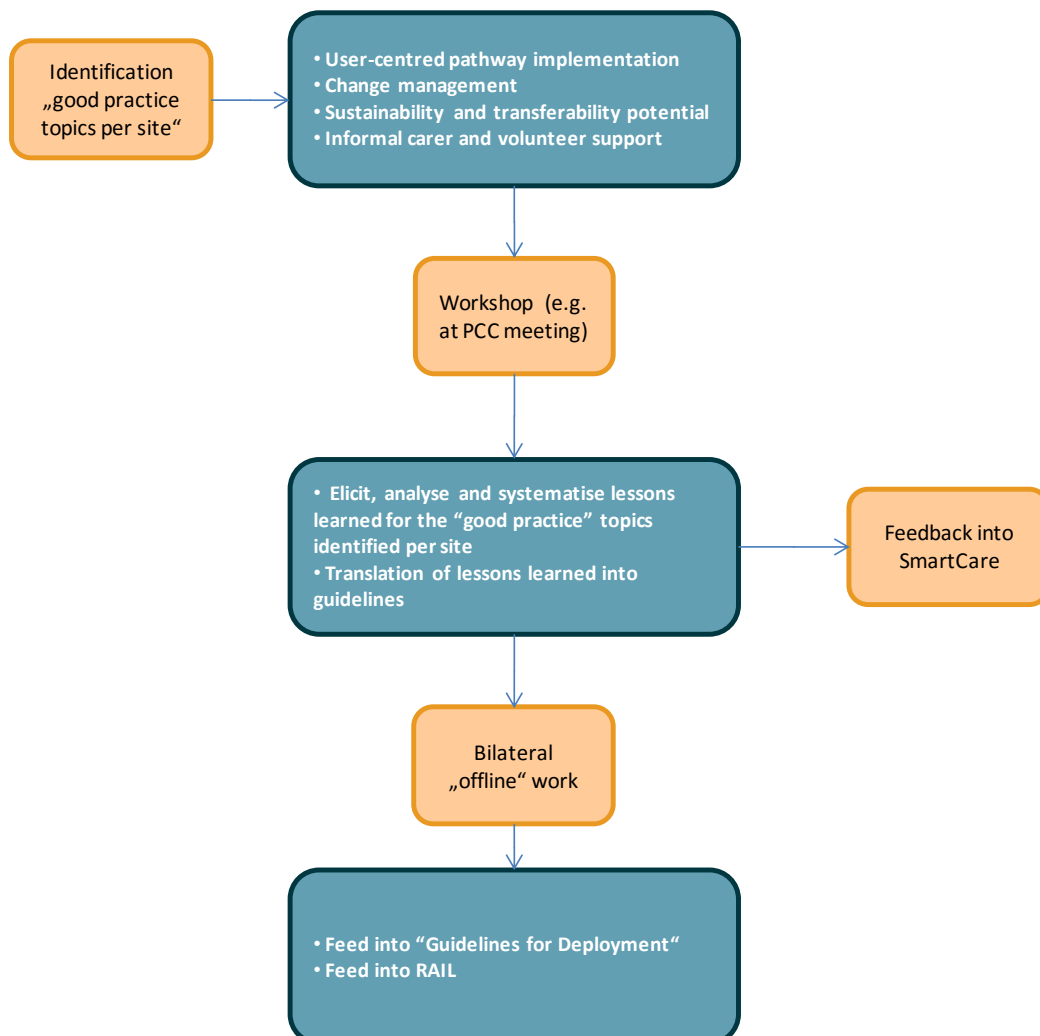


Figure 22: Project Advisory Board

5.1 Role of the PAB

The role of the PAB members is to work with 1 or 2 pilot sites on a certain topic (see table below) in order to elicit, analyse and systematise lessons learned for the “good practice” topics identified per site. In this way, the extent to which other sites (both within BeyondSilos and in other service providers) can benefit is being maximised.

Table 5: Good practice topics

Topic	Pilot site
User-centred pathway implementation	Badalona, Sofia
Change management	Valencia
Sustainability and transferability potential	Northern Ireland, Kinzigtal
Informal carer and volunteer support	Amadora, Campania

5.2 Board Members

The BeyondSilos Advisory Board consists of experts external to the project.

Table 6: Project Advisory Board Members

Expert name	Expertise
Borja Arrue, AGE	User-centred pathway implementation
Wouter de Keijser, HIM	Change management
Jörg Artmann, AOK	Sustainability and transferability potential
Brigid Baron, Eurocarers	Informal carer and volunteer support

Members of the Advisory Board get first hand and (in some cases) exclusive access to project content, as well as public acknowledgement of their contribution, if they so wish.

5.3 Advisory Board meeting

A face-to-face workshop was organised with the members of the Advisory Board in January 2016. During the workshop, pilot sites and experts of the PAB worked on the good practice topics to elicit and systematise lessons learned and to start translating them into guidelines that are of use for other organisations implementing integrated eCare services. These guidelines will be included in the “Guidelines for deployment” due at the end of the BeyondSilos project.

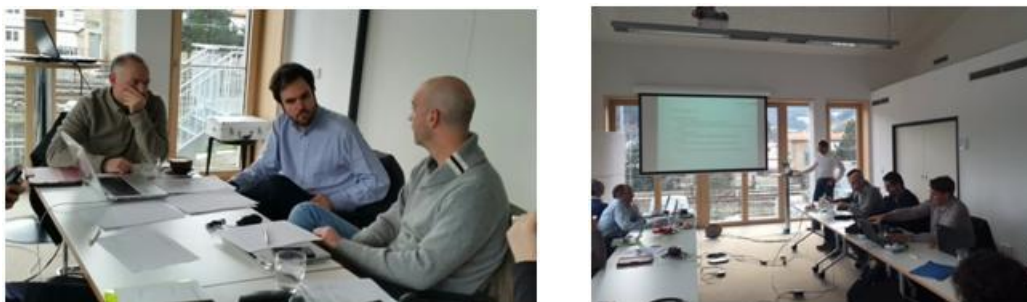


Figure 23: Project Advisory Board meeting in Hausach

After a short introduction and explanation of the objectives of the workshop, the participants split up in groups to discuss the good practice topics and start eliciting lessons learned and guidelines for the future. Work was structured using templates that were prepared in advance (Figure 24).

Outcomes of the meeting are currently being summarised by the members of the Advisory Board. They will be used in follow-up webinars to further work on the good practice topics together with the pilot sites.

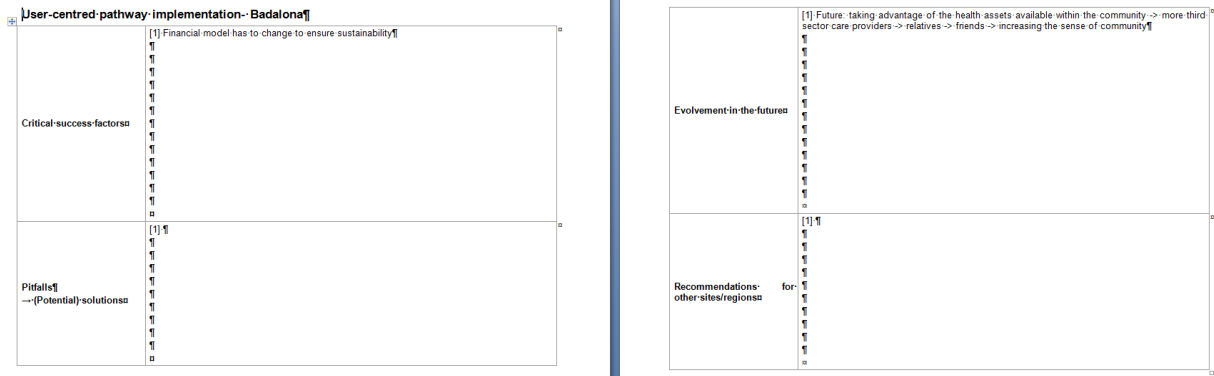


Figure 24: Template used at PAB meeting to elicit lessons learned

6 The BeyondSilos integrated care programme partnerships

When designing and implementing the service provision of integrated care, there are some stakeholders surrounding the pilots' care system, either from inside or outside the organisation, whose opinion must be taken into account, because they can provide interesting and sometime necessary input, support or backing. In addition, in a later stage of the project, it is also important to share the knowledge gained within the project timeframe with some other stakeholders to spread the word about the benefits of an integrated provision of care services. To achieve this, and depending on the project phase, it makes sense to have representation from some or all of the necessary areas of expertise / interest that should include local representatives from:

- Reimbursement / payment.
- Technology.
- Organisational change management & pathways.
- Evaluation.
- Regional development planners.

Regional Integrated Care Programme Partnerships (RICPP) are set-up at each of the pilot sites within the framework of WP7, with the end objective of involving these experts during the whole project timeframe (starting at M3 until the end of the project at M36).

Input from (some of) these experts may be required, and help the pilot sites. Their input can be very valuable in the starting phases, because their view can help the pilot sites to arrive at a good service definition after the requirements elicitation coming from all the involved actors in the care value chain; but nevertheless, their thoughts and ideas can also be very valuable and taken into account in other activities such as exploitation, dissemination and evaluation. This does not mean that every pilot should include all of them within those partnerships, but only the ones that makes more sense according to the characteristics prevailing locally.

6.1 Work achieved so far within the second year of the project

Stakeholders to be involved in the regional integrated care programme partnerships (RICPPs) were already named during the proposal phase. At that point, the pilot sites only appointed the organisations which were collaborating with them at that time. Within the project timeframe, pilot sites have had to think further on their service delivery to make it fit with the BeyondSilos service architecture. This process has led, in some cases, to establish new relationships and agreements with other service providers within the influence area of the pilot site, in order to improve the services provided in a joined-up care intervention. Because of this, the pilot sites were requested to review the lists provided in the proposal phase to adjust them as necessary. Table 8 shows the persons that have been appointed by every pilot site according the different areas of expertise. After that, the partnerships were formally set up. For this purpose, a briefing document and template were developed in order to ease the identification of stakeholders to be involved in the partnership at each pilot site, and to guide future work within the framework of the integrated care programme partnerships.

Further to this, pilot sites continued to organise meetings with stakeholders' who are part of the partnerships.

Table 7: BeyondSilos RICPP focus per project year

Year	Project phase	Stakeholders involved	Type of activity
1 st	Design, planning	Technology, organisational change management, pathways, evaluation and reimbursement.	Meetings.
2 nd	Intervention / evaluation	Reimbursement, evaluation.	Meetings.
3 rd	Intervention / evaluation / replication and exploitation	Reimbursement, evaluation and regional development planners.	Report on meetings and dissemination materials generated.

Table 8: RICPP members per pilot site

Area of expertise	Kinzigtal	Northern Ireland	Badalona	Valencia	Sofia	Amadora	Campania
Reimbursement / payment (optional)			Ramon Riera (Badalona City Council)		Stoicho Katsarov (CPRH)		
Technology	Udo Kardel (Kinzigtal)	Des O'Loan (HSCNI)	Daniel López (BSA)	Susana Pomés (TSB)	Andrey Daudev (Saorsa)	Ana Filipa Fixe (Portugal Telecom)	Giuseppe Versace (AOU SAngiovanni e Ruggi)
Organisational change management (internal)		Penny Hobson (HSCNI)	Jordi Ibañez (BSA)	Lucas Donat (LAFE) Raquel Faubel (LAFE) Soledad Gimenez (LAFE)	Yanko Kouzmanov (CPRH)	Rute Gonçalves (Câmara Municipal da Amadora) Adriano Fernandes (Santa Casa da Misericórdia)	Guido Iaccarino (University of Salerno)
Pathways (internal)	Dietmar Haas (Kinzigtal)	Penny Hobson (HSCNI)	Miriam Bou (BSA)	Lucas Donat (LAFE) Soledad Gimenez (LAFE) Inmaculada Aparicio (ATENZIA)	Rostislava Dimitrova (MC Divaro)	Rute Gonçalves (Câmara Municipal da Amadora), Adriano Fernandes (Santa Casa da Misericórdia)	Laura Russo (ASL Salerno)
Regional development planners (optional)			Joan Escarrabill (Catalonian National Health Service)		Christina Christova (Family Policy Institute)	Ana Moreno (Câmara Municipal da Amadora)	

Area of expertise	Kinzigtal	Northern Ireland	Badalona	Valencia	Sofia	Amadora	Campania
Evaluation (internal)	Monika Roth (Kinzigtal)	Penny Hobson (HSCNI)	Àngel Ballesteros (BSA)	Lucas Donat (LAFE) Raquel Faubel (LAFE)	Lidia Georgiva	Rute Gonçalves (Câmara Municipal da Amadora), Adriano Fernandes (Santa Casa da Misericórdia)	Michele Ciccarelli (Univeristy of Salerno)

6.2 Reporting by pilot site on the first meetings

6.2.1 Amadora

In terms of partners and stakeholders, Amadora Pilot Site has 71 on board:

- 67 local / regional: Organisations belonging to the Local Council for Social Action (Education, Health, Security, Elderly and Social Areas).
- One national: Ministry of Health.
- Three international: Badalona Serveis Assistencials; Nourish Care; University of Twente.

During the first six months of the 2nd year of the Project, these groups focused on the preparation of the pilot phase, on the following tasks / activities:

- SCMA/Amadora Municipality: Redefinition of Service Process Model; Involvement of key actors among SCMA Staff and clients (change management and internalisation of the project); definition of roles and responsibilities; training to formal and informal users; carers; baseline evaluation; dissemination activities (seminars; meetings; events); study-visits to other national organisations that deliver services to elderly with ICT support.
- Amadora Municipality: Development of ICT components; ICT requirements; acquisition of telemonitoring tools; acquisition of tele-assistance tools; online platform design and development; eLearning tool design and development; smartphones acquisition and programming; close work with Innovation Department of Portugal Telecom.

The 2nd year of the Project was more focused on the internal development of the right “environment” to deploy the service. Progress of the activities continued to be presented and reported to the Local Council for Social Action in formal meetings, and also to the advisory board, composed of critical stakeholders such as social security; hospital and health care centres, in order to obtain feedback and inputs on the work that had been done so far.

Besides that, Amadora deployment site developed increased the network of external stakeholders:

- First steps of an upcoming Partnership with Aragon and Extremadura (Spain) and Veneto region (Italy) regarding the opportunity identified in terms of scope and territorial characteristics, to maximise synergies and transfer good practices between BeyondSilos, CareWell and SmartCare.

6.2.2 Badalona

During this reporting period, BSA has been totally focused on making the pilot live. Some details regarding the design of the service process model for BeyondSilos have have required advice and help from the

members of the Regional Integrated Care Programme Partnerships (RICPP), specifically with regard to the technological integration. Because of that, the Clinical Transformation Office (CTO) has had to play a role and use its expertise and executive power to help the BeyondSilos core group with the integration of the two social care providers which was an open issue. Further to that, when setting up such a deployment, one of the key elements is the organisational change management. Introducing a new service delivery into daily routine is not always an easy task. Changing the pathways and the way people work, plus including technology within a process which is already complex, can generate a lot of uncertainties. The BeyondSilos core group took advantage of the internal experts to tackle these issues, making it fit with the daily routine of the professionals involved in a smooth way. Within this period, BSA has also decided to take further advantage of not only the internal professionals involved within the RICPP, but also the external ones. Because of that, BSA has started to plan a conference by the end of the year with the idea to involve national experts in the areas of reimbursement and evaluation to discuss these topics and take advantage of their knowledge.

6.2.3 Campania

In the attempt to scale up the new implemented service to other area of the region, we have started collaborative talks with relevant stakeholders in other Local Health Authorities. In particular, with the ASL (Local Health Authority) Salerno, we have obtained an agreement that introduces BeyondSilos to other areas of the territory, including areas north of Salerno and the Salerno city limits. Also, talks are ongoing with the director of the Home Care department of the ASL Napoli 2, in order to extend the programme in the area south of Naples. These two agreements are within a strategy to scale up the programme that has been introduced since the beginning, and that will last throughout and beyond the life of the project.

A high-level stakeholder event was organised in M20, involving all relevant regional stakeholders.



Figure 25: High-level stakeholder event in Campania

6.2.4 Kinzigtal

Since the beginning of the project there have been several meetings of RICPP. The first meeting was on 14th May 2014. While the focus of this first meeting was design of workflow and process models, later meetings in November 2014 and March 2015 focused more on technical issues. BeyondSilos project group took advantage of involving the IT department, using their great expertise on e.g. what kind of data types is it possible to exchange, and which are not. Based on this information, workflows had to be partly redesigned, because some information documented by physicians is usually done via free text fields; this type of data cannot be transferred easily.

This is a difficult change for physicians to make, but they have to deal with this. Running the project for a while will show if change management will be successful. If not, RICPP plans to enhance its expertise in terms of change management at next meeting, which is not yet scheduled.

6.2.5 Northern Ireland

During this period, the Project Team has continued to meet to oversee the operational planning for the project. Meetings have been held regularly. Before we could approach GP practices to take part in the Shared Care Plan (SCP) pilot, we had to make a presentation to Northern Ireland GP Council to get their support; this happened on 16th June 2015. A design workshop was held on 24th June 2015 which addressed the following:

- What information should be included in a SCP?
- Apart from content is there anything else that needs to be addressed during the design phase?
- Is there a better way to describe the SCP?

After the workshop the following actions took place:

- SCP was renamed Shared Care Summary (SCS).
- Small group of those who expressed an interest formed into a design group to carry forward the detail of SCS.
- Information items were sorted according to whether the information is currently available in ECR, whether it will be available after TNI & eNISAT integration takes place, or whether it will need to be input.

6.2.6 Sofia

During this reporting period, CPRH has concentrated on establishing the provision of the new services to the target population of BeyondSilos. Relying on the work performed in the previous year, CPRH designed and implemented long-care integrated support to the identified users. The partnerships of CPRH have been developed in several directions: subcontractors, GPs and other medical stakeholders, and social stakeholders:

- Saorsa: the technical and software infrastructure were deployed in full during the period Feb-July 2015. The software platform was assessed after the first three months of operation, and milestones were set to improve the functionalities.
- Family policy institute: during the reporting period, the enrolment of long-term patients and control group took place; all the participants in BS were assessed and received social care support plans, as part of an individual plan for integrated care. Contacts with relatives and others who provide care were implemented. Training in the most effective use of electronic devices was permanently available. Steps were identified to improve the provision of social care.
- MC Divaro: During the reporting period the co-operation has resulted in medical assessment of the needs of the participants in BS and the establishment of a multi-disciplinary support teams.

During the reporting period the partnerships with GPs, hospitals and social institutions was supported by technology and the integrated health and social care record.

6.2.7 Valencia

During the reporting period, RICPP validated the workflow adaptations agreed in the previous period in order anticipate any technical, social or health care issues that could arise during the follow up period.

TSB together with internal experts developed formal testing of Nomad Chronic platform with new integrations for BeyondSilos project. PC tablets and blood pressure devices were linked through Bluetooth system. Organisational change management is a key aspect, because changing work routine is not easy; meetings (April and May) with social care staff and clinical staff (mainly telehealth nurses) were held. Two aspects were treated during those sessions. First the new workflow was explained to La Fe and Atenzia staff; all participants could raise any doubts and discuss all aspects that were not clear. Second was an explanation of how patient's PC tablet works, in order to know this better; if any patients ask questions or have minor problems, either clinical and social staff can now solve them, or at least classify them and contact the technological provider to respond. During May and June, BeyondSilos project team prepared BeyondSilos kit and scheduled visits to the first participants (patients and caregivers).

7 Learning approach & interaction with existing actions

7.1 Introduction

Based on the importance of sharing information, good practices and training among the pilot sites of BeyondSilos and under WP7 Exploitation Support and Dissemination, the task “Learning approach and interaction with existing actions” emerged, led by Amadora pilot site.

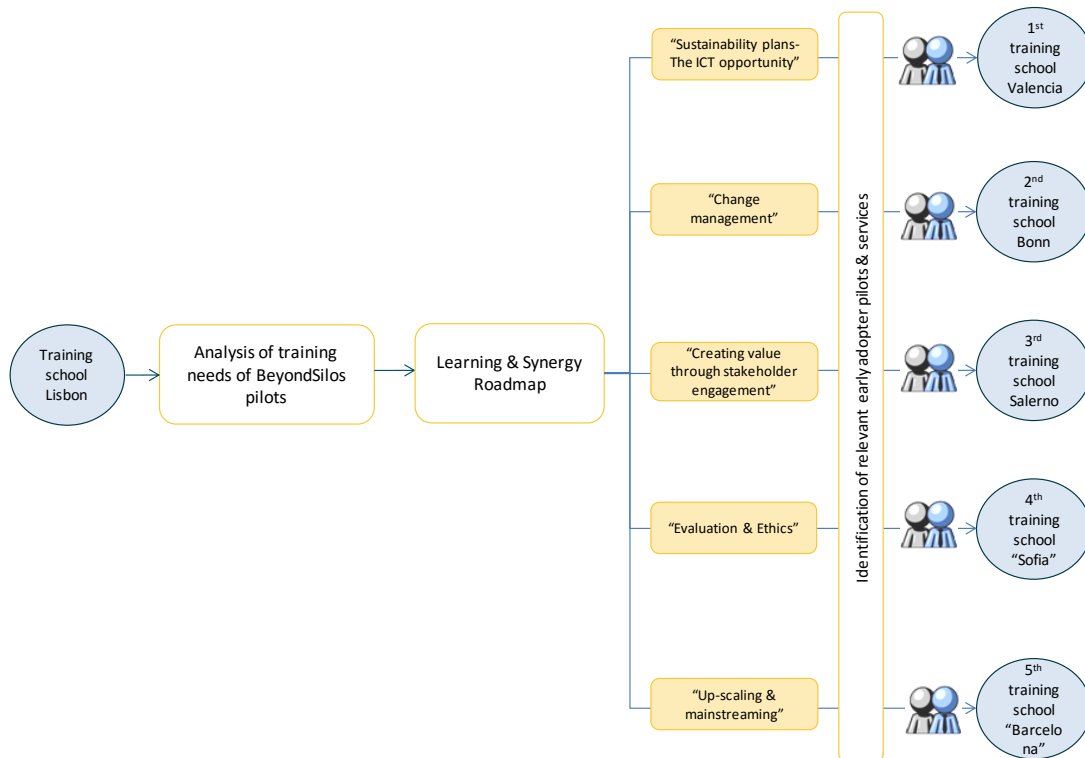


Figure 26: Organisation of mentoring schools

Amadora and empirica have been working on this task in the second project year using the following methodology:

- Identification of good practices & lessons learned among other integrated care projects.
- Design and conception of guidelines to identify training needs among BeyondSilos pilot sites.
- Identification of lessons learned in BeyondSilos pilot sites.
- Definition of training & mentoring sessions accordingly to the needs identified, and organisation of training & mentoring sessions.

7.2 Approach and activities in the second project year

During the 2nd year of the project, the following activities have been performed and delivered:

- Planning and monitoring tools have been regularly updated: roadmap and mentoring workshops matrix.
- Synergies among the three CIP Projects (CareWell, BeyondSilos and SmartCare) have been enhanced: organisation and participation in the mentoring workshops conducted in the second year as either mentors and/or trainees.
- Organisation of mentoring workshops.

- Follow-up of activities based on contents of the mentoring workshops.
- Synergy workshop organised by the European Commission.

7.2.1 Updating planning monitoring tools

In the 2nd year of the project, the task leader continued to update and work on the planning tools developed in the first year, namely the roadmap and the mentoring workshops matrix (MWM).

The roadmap consists of a table indicating activities and time of mentoring tasks for four different project stages:

- Stage 1: Process & procedures.
- Stage 2: Intermediate deliverables.
- Stage 3: Training school preparation & planning.
- Stage 4: Conduction of training schools.

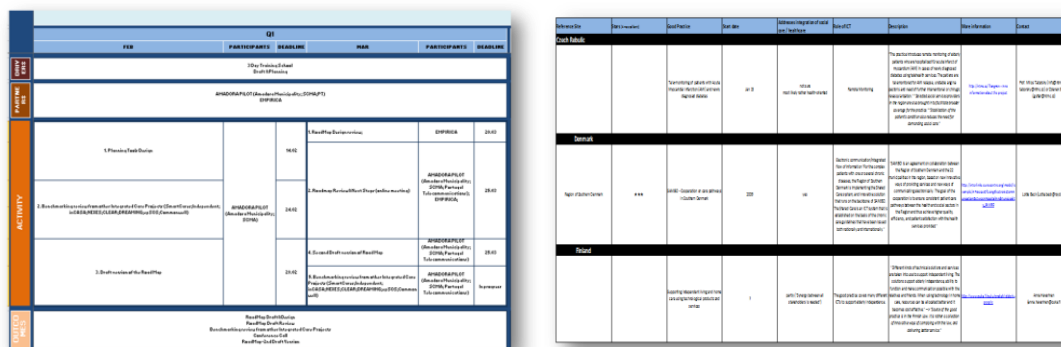


Figure 27: BeyondSilos mentoring roadmap

For all four stages, drivers, activities, participants and expected outcomes were defined and agreed among all project partners. This tool supported the scheduling and planning of all the work that needed to be done, along with allocation of tasks to the relevant partners that would either lead or participate in the different stages.

The MWM consists of a matching matrix including:

- Training needs identified by the BeyondSilos pilots.
- Topic of each workshop.
- Scheduling of the workshop.
- Internal and external mentors invited and allocated.
- Expected results.

The MWM is the result of the continuous collaborative work of the BeyondSilos pilots, in terms of the identification of training needs and co-definition of internal mentors for each workshop according to the profile criteria defined. SmartCare and CareWell Pilots were also involved in the design of the MWM, and partners from these projects were invited to the mentoring workshops either as mentors or as trainees.

The final update of the MWM was done in January 2016 during the PCC meeting in Kinzigtal. Two remaining workshops are planned:

- Evaluation and Ethics.

- Up-scaling and Mainstreaming.

7.2.2 Synergies creating with SmartCare and CareWell

Synergies between SmartCare, CareWell and BeyondSilos have been a constant during these two years. The work done under this task has been bi-directional, and open to the participation / input of the other two projects; at the same time, it has fed SmartCare and CareWell with some guidance regarding the specific topics of the workshops delivered and to be delivered:

- Change management.
- Creating value through stakeholders engagement.
- Evaluation & ethics.
- Guidelines to up-scaling & mainstreaming.

The workshop on Change Management had the active participation of Wouter Keijser (SmartCare) as external mentor; it was attended by 11 representatives of SmartCare and CareWell.

The workshop on Creating Value through Stakeholders engagement had the active participation of Kira Stellato and Leo Lewis from SmartCare; it was attended by seven representatives of SmartCare and CareWell.

The next mentoring workshop on Evaluation and Ethics will be held in June 2016 within the framework of the PCC meeting in Sofia. As regards mentors to be invited, an invitation will be sent to: Leo Lewis from SmartCare; King's Fund; Nuffield Trust; and Erasmus University; due to their specific level of expertise regarding the topics covered. It is also expected to have representatives from SmartCare and CareWell as trainees, either in person or via webinar.

For the Guidelines to Up-Scaling and Mainstreaming workshop, Donna Henderson and Andrea Pavlickova from B3 Action Group and Matteo Apuzzo (SmartCare) are already confirmed as external mentors. It is also expected to have representatives from SmartCare and CareWell as trainees, either in person or via webinar.

7.2.3 Follow-up of activities from mentoring workshops

The approach towards the mentoring workshops has been based on a dynamic and interactive approach not only for the organisation and preparation, but also for the follow-up. BeyondSilos pilot sites and other regions from SmartCare and CareWell have been challenged to self-evaluate and measure their progress on the topics of the workshops, following guidelines and instructions prepared by the task leader Amadora.

Change Management

- Completion of the case study template designed specifically for the workshop. This template encompassed the following variables:
 - Organisational Level:
 - Dimension Culture: values; mission; vision.
 - Dimension Management: leadership; communication/decision process.
 - Dimension Operational Structure: decision making.
 - Individual Level:
 - Dimension Motivation: training activities; autonomy/capacity to propose changes.
 - Dimension Commitment: involvement in decisions making.
 - Dimension Expectations: short term; medium term; long term.

			MENTORING SCHOOL 2nd Workshop_CHANGE MANAGEMENT	
			VALENCIA	AMADORA
LEVELS	DIMENSIONS	TOPICS	LA FE	MISERICORDIA OF AMADORA
ORGANISATION LEVEL	CULTURE	Values Mission Vision		
	MANAGEMENT	Leadership Communication/Decision		
	OPERATIONAL STRUCTURE	Decision Making Training Activities		
INDIVIDUAL LEVEL	MOTIVATION	Autonomy/Capacity to propose changes Involvement in decisions making		
	EXPECTATIONS	Short Term Mid Term Long Term		
OTHER		Topics related to BeyondSilos		

Figure 28: Template for change management workshop

Wouter Keijser challenged the audience regarding the possibility of having a phase 2 on the change management process that could pass by a further work collaboration with the pilot sites and master students of some Universities of the Partners countries, that could maximise and improve the tools and the critical information gathered in the workshop, with the aim of improving it to a more extensive and deepest investigation format, in order to produce more guidance and knowledge on Change Management. According to this, after the Workshop a template was circulated among all participants, a deadline to send it back was defined and data was collected and analysed.

Creating value through stakeholder engagement

- Completion of the case study template designed specifically for the Workshop, based on Amadora and Friuli Venezia Giulia (SmartCare) experience. This template encompassed the following variables according to some specific dimensions and levels:
 - Organisational Level:
 - Dimension Culture: mission; vision.
 - Dimension Services: core business; other services.
 - Dimension Networks: list of stakeholders; importance / added value; strategies of engagement; main roles / tasks / activities; monitoring.
 - Communitarian Level
 - Dimension Resources: potential care recipients/end users; health and social care practitioners; family carers and volunteers.
 - Project Level:
 - Dimension Actual Resources: formal partners; roles of the partners.
 - Dimension Potential Resources: lacking areas/partners to be engaged.

The template was circulated among all participants; a deadline to send it back was defined and data was collected and analysed.

7.2.4 Organisation of mentoring workshops

The third BeyondSilos mentoring workshop was organised within the framework of the PCC meeting in Bonn in M15. The workshop was attended by 33 participants, 14 of which attended face-to-face and 19 via the online webinar, and dealt with the topic of Change Management and started from two practical examples of change management taken from the Amadora and Valencia pilot sites of BeyondSilos.



Figure 29: Impressions from the mentoring workshop in Bonn

The examples provided hands-on experiences of what change management means in practice, how it can be done, and what its merits as well as challenges are. An interactive session after the presentations gave participants the opportunity to ask questions and discuss what was presented. Following these discussions, participants had the opportunity to elaborate and present their own case and receive feedback from the group and the facilitators. All sessions were facilitated by members of the BeyondSilos team and by Wouter A. Keijser, HIM SA.

One of the outputs that emerged from the Workshop was the possibility of having a phase 2 on Change Management process that could pass by a further work conducted by Wouter A.Keijser, in collaboration with the Pilot Sites and Master students of some Universities of the Partners countries, that could maximize and improve the tools and the critical information gathered to the Workshop, with the aim of improving it on a more extensive and deepest investigation format, in order to produce more guidance and knowledge on Change Management.

The fourth mentoring workshop on “Creating value through stakeholder engagement – beyond your own silo” – was prepared and organised within the framework of the PCC meeting in M20 in Salerno. 23 participants attended the training school, 17 of which face-to-face and 6 via webinar. Participants came from the BeyondSilos project, CareWell and SmartCare and altogether from 8 countries: Ireland, Spain, Italy, Germany, Portugal, Bulgaria, Netherlands and Greece. An external expert (Leo Lewis from the International Foundation of Integrated Care) and 2 Mentors, one internal (Adriano Fernandes from BeyondSilos) and one external (Kira Stellato from Friuli Venezia deployment site in SmartCare) were invited to provide guidance/support and trigger the discussion on the specific theme.



Figure 30: Impressions from the mentoring workshop in Salerno

After discussion and presentations in a plenary, the group separated into working groups, working on topics such as:

- Identification of existing network of stakeholders- Stakeholder mapping.
- Strategies of engagement beyond your own silo.
- Incentives and barriers to engagement beyond your silo.
- Monitoring/sustainability of engagement and cooperation beyond your silo.

During the consortium meeting in Kinzigtal in M21, the results from the synergy workshop with the European Commission were reported, the roadmap was revised and next steps planned. A fourth and fifth training school is currently being prepared by the task leader in cooperation with the WP7 leader:

- June 2016, Sofia: Evaluation & ethics:
- October 2016, Badalona: Up-scaling & Mainstreaming guidelines.

7.2.5 Synergy workshop organised by the European Commission

A synergy workshop was conducted on request of the European Commission in M21. The workshop involved participants from BeyondSilos, SmartCare and CareWell, B3 EIP Action Group, EC, and representatives from the newly launched study "ScaleAHA". Main objectives of the workshop were as follows:

- The 3 projects advancement incl. deployment and recruitment status
- Mentoring commitments including: change methodology support + calendar.
- Coordination between CIP projects and B3 : synergy, scaling-up, publication strategy
- Information on MAFEIP tool as a follow-up of the 21 sept 2015 presentation.

A complete progress point on the 3 projects advancement SmartCare, CareWell & Beyond Silos has been made especially regarding deployment and recruitment of professionals and patients into the respective projects (against initial targets).



Figure 31: Impressions from the Synergy Workshop 2016

A complete presentation on current and forthcoming mentoring actions and commitments between the different regions has been made by Mr Adriano Fernandes, incl. methodology dimension, technical modalities and calendar. Another presentation of Wouter Keijser on change management gave precise information on success factors and difficulties in the 6 domains covered. Empirica made a presentation on pathways for integrated e-Care: design in Smart Care and transfer of knowledge to other projects with precise points on the approach, on implementation in the 3 projects:

- The importance of shared team leading was underlined, but also the importance of combining internal and external points of views / experience in such exchanges.
- The EC representatives and project promoters agree to avoid duplication and ensure smooth cooperation between Empirica, EC, Mr Adriano Fernandes and people already involved in mentoring activities (precise modalities tbc on bilateral basis).

7.3 Engaging with EIP AHA B3 Action Group

BeyondSilos collaborates with the EIP Action Group B3 by exchanging relevant materials, making targeted inputs based on project outcomes and participating in face-to-face meetings, as well as conference calls of the Action Group.

Many of the BeyondSilos regions and partners are already committed to key areas of B3, and are thus in an excellent position to provide significant contributions to all action areas of the B3 group on Integrated Care:

- HSCNI is contributing to Action Area 4 “Risk Stratification” (task: Data collation from completed questionnaires).
- RSD is contributing to Action Area 1 “Organisational Models” (task: Identify different organisational models supporting integrated care delivery via good practice examples and development of tools and practical tips for organisational development), Action Area 5 “Care Pathways”, and Action Area 6 “Citizen Empowerment” (task: evaluation).
- empirica is active in Action Area 5 “Care Pathways” and attends B3 monthly conference calls.
- Campania region is committed to Action Area 1 “Organisational Models” (task: indicator development), Action Area 5 “Care Pathways” and Action Area 6 “Citizen Empowerment”.
- La Fe in Valencia is one of the EIP AHA reference site and committed to Action area 1 “Organisational Models”, Action Area 2 “Change management”, Action area 3 “Workforce Development”, and Action Area 5 “Care Pathways”.

Table 9: EIP Action Areas in B3 and contribution by BeyondSilos

Nr	B3 Action Area	BeyondSilos Consortium member already contributing to B3	Expected BeyondSilos contribution through pilot experience
1	Organisational Models	RSD, Campania region, LaFe Valencia	√
2	Change Management	LaFe	√
3	Workforce Development, Education and Training	LaFe	√
4	Risk Stratification	HSCNI	√
5	Care Pathway Implementation	RSD, empirica, Campania region, LaFe	√
6	Patient Empowerment	RSD, Campania region	√
7	ICT -Teleservices	Campania region, RSD	√
8	Finance, Funding, Value Creation and Procurement	Campania region	√
9	Communication, Marketing and Dissemination	-	√

Two synergy workshops with the EIP AHA B3 Action Group were organised in the second project year:

- Synergy session at Ageing Summit in March 2015.
- Synergy workshop in January 2016 (as reported above).



Figure 32: Impressions from BeyondSilos Synergy Session at Ageing Summit 2015

8 Monitoring and reporting of dissemination activities

Apart from engaging bilaterally, and on topics related to all project partners, a dissemination reporting template was developed and circulated to all partners to report dissemination activities. The reporting template (see example below) includes instructions on how to complete the template and facilitates overall reporting and planning of dissemination activities.

INTRODUCTION																
Purpose The workbook serves for documentation of any dissemination efforts made by all beneficiaries. The data collected will be used in the deliverables of WPs. Furthermore, the tool can be used to plan events and publications. Herefore, you only need to select "planning" in the first column. The row will be marked grey and allows you to keep track and reduce effort of reporting once the activity has taken place.																
Entering information Go to the current period and select the first empty column to add information. If you click on the title of a column or certain fields, you will receive further information on how and what to enter.																
Files to be saved as documentation Especially when it comes to events, the EC might require proof that someone has truly attended the event and therefore costs of travel as well as personal resources etc. are justified. Save files to this folder: xxx Please follow the instructions in the folder.																
Summary Below you can find the summary for all sites and partners. The figures will be pasted on regular basis to the minutes. The colours indicate whether you have not yet a target which all parties have committed themselves to in the work programme.																
Coordinator only: Settings of drop-down lists etc. can be found beyond row 100 in the settings section. NEED to be filled FIRST!																
SUMMARY																
Sites	1st Period				2nd Period				3rd Period				Total		Total Planned Numbers	
	Reported		Planning		Reported		Planning		Reported		Planning		Reported		Target not met yet	
	Publications	Events	Publications	Events	Publications	Events	Publications	Events	Publications	Events	Publications	Events	Publications	Events	Publications	Events
	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0

Figure 33: Dissemination reporting template

9 Future plans

The project-wide dissemination and communication plan will be updated regularly to accommodate any necessary changes, add & revise dissemination materials according to the project phase, and detail timing of plans for future dissemination channels. Dissemination tools that will be added to the dissemination portfolio in the next three months are described below.

Give-aways

Give-aways are an excellent means to increase visibility of the project and to attract our target groups to our project website/twitter account. empirica is currently calculating costs for the different give-aways mentioned below, and will contact project partners as soon as possible.

- Pens.
- Paper tissues.
- Post-it's.

2-page summaries for each deliverable

The project will use the existing executive summaries for each deliverable to produce 2-page summaries as additional dissemination means for the wider public. They will be designed professionally following the visual identity guidelines for BeyondSilos, will be made available for download on the project website and distributed as print material at selected conferences and events.