Interreg Co-funded by the European Union

Alpine Space

HACK-IT-NET

D1.3.1 - Report on HACK-IT-NETwork Governance Framework and Operating Model, and Communication, Dissemination, Exploitation Toolkit

Report

Final Version
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Document control

Document Summary	
Project Number	ASP0500442
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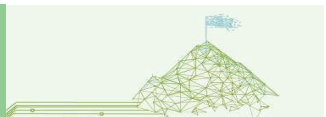
Work Package/ Activity	A1.3 - HACK-IT NETwork Operating Model: establishment of Exploitation & Uptake Communities (Phase 1 – Interregional Understanding) including EU/AS



	transfer units + EU-SALP & Advisory Board Outreach Loops		
Deliverable	D1.3.1 - Report on HACK-IT-NETwork Governance FRAME-WORK & Operating Model + CDE Toolkit-PP2, PP7, LP1		
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1. Executive Summary

1.1. Project Overview

HACK-IT-NET aims to design, pilot and expand a multi-actor, social innovation-based user acceptance FRAMEWORK (TOOLKIT, NETWORK & APPROACH) to 1) enhance Alpine Space Health and Care actors' capacity to uptake innovation, and 2) create a healthier, digital and green Alpine Space (AS), with work on UN Sustainable Development Goals (e.g. No.3 Health/Wellbeing).
HACK-IT-NET improves Alpine Space Health and Care delivery conditions by improving innovation transfer between Ecosystem Innovation Actors and Healthcare Actors (doctors, nurses, policymakers, system administrators, end-users and citizens) powered by novel methods and digital tools. Project Partners (PPs) design a transnational toolkit (O1.1) and Operating Model (O1.2) with Letter of Commitment enabling the APPROACH to address common OUTCOMES. PPs pilot the APPROACH (O2.1) in 3 Transnational Innovation Sandboxes (with 9 test zones and 9 extension zones). PPs take lessons and derive long-term solution (O3.1) and policy brief (O3.2) to enable FRAMEWORK's lasting use, via Lighthouse projects and transfer to Advisory Board and other Alpine Space / EU-territories with Memorandum of Understanding and Capitalisation Plan.
The innovative system reflects specific Alpine needs, ensuring coordinated exploitation and unique Consortium-mix (policy, business support organisations, and hospitals) goes beyond existing initiatives in the sector and area.

1.1 Scope of Document & Summary

According to the Application Form, PP7/BIOPRO, PAT/PP2 and LP1 lead on Activity 1.3, PPs co-create the HACK-IT NETwork Operating Model (online workshops), including EUSALP & Advisory Board Feedback Loops and outreach via 9 regional & 3 interregional Exploitation/Uptake Communities. Phase 1 focus on building understanding and structure planning & securing Letters of Commitment for engagement via the Operating Model for AS Health OUTCOMES. In a nutshell, A1.3 enables the consortium to develop a Framework to enhance uptake of project results and further capitalisation. Led by LP1, a Communication, Dissemination & Exploitation Toolkit is established to help push results to the Network via derived model.
This document introduces the model developed to create this innovative and profuse alpine network on Health and Care:

- A sustainability charter that engages the consortium to be sustainable in their practices including in the development of their pilots.

- A Network Operating Model showcasing the cooperation among the project partners , their observers and key additional stakeholders such as the Uptake communities. This network is secured by Letters of Commitment by M18.

- 10 Hackathons (branded as HACK-ITathons) directly engaging the network to:
    1. Support the project partners in developing their pilots;
    2. Support intersectoral exchange on regional key challenges in the Health and Care sector;
    3. Building capacities of project partners ecosystem on major challenges faced by the Health and Care sector in Alpine Space;

4. Support the project consortium in exploring how to capitalise theproject's results.

- The CDE Toolkit enabling tangible outreach to key stakeholders.

1.2 Audience

This document is directed at all project partnership members, because all members of the partnership should participate in WP1 ideation and implementation, more specifically A1.3 through this report. It should be considered an internal document, and the appropriate status should be reflected in the "Dissemination Level" table.

1.3 Change Control Procedure & Structure

PP7/BIOPRO and PP2/PAT created this report, with ProMIS being responsible for the CDE Toolkit. It is under standard project change control, whereby PPs are requested to give feedback on the stated definition or tools in writing to the deliverable responsible (here PP7/BIOPRO & PP2/PAT) in a timely manner (within 10 working days). As per normal procedure, at any time partners believe a project methodology should change, the request should be brought to the work package or work stream leader (in this case PP4/CUAS) and Lead Partner (in this case LP1/ProMIS), to consolidate feedback from other partners, and integrate and disseminate the final agreed changes. A new version of the document should be created, and recorded in the document's "Document History" table.

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2. Introduction

The goal of this document is to show how the Network Operating Model has been established and what its purposes are. As part of Work Package (WP) 1, the network is established and first actions are implemented to engage this network. Further actions, exploitation and expansion of this network will occur in WP2 and WP3.

2.1. Background and Project's context

HACK-IT-NET aims to design, pilot and expand an innovation transfer FRAMEWORK (NETWORK, TOOLKIT and APPROACH) to: 1) enhance Alpine Space Health and Care actors' (doctors, nurses, administration staff, policymakers, end-users) capacity to take up innovation (research, technology, know-how) and link to innovation actors (RTOs/BSOs/Enterprises), and 2) create a healthier, digital and green Alpine Space, boosting delivery conditions. These objectives were translated into three overarching OUTCOMES (advancing green and e-hospitals, improving system-level service provision and boosting customised technology transfer, etc.), which address the major challenges of the Health and Care sector in the Alpine Space in correspondence to the strategic objectives of EUSALP, as well as the Sustainable Development Goals (SDGs).

The activities that guide PPs towards achieving the project's goals are structured under three work packages:

- **WP1 Focus on Design, Develop & Co-Create** – Co-create a capacity building Toolkit (O1.1) and Network (O1.2) that identifies and promotes advanced Health and Care OUTCOMES via a Social Approach to enhance links, transfer and uptake between EU/Alpine Space innovation suppliers and Alpine Space Health and Care ecosystem actors.

- **WP2 Focus on Pilot, Test & Transfer** – Innovation transfer path enhancing pilot (3 transnational sandboxes, 9 Alpine Space test zones + 9 expansion zones) to support Alpine Space Health and Care OUTCOMES (advancing green and e-hospitals, improving system-level service provision and boosting customised technology transfer) in three APPROACHES (CAREavan, STEMlab, PolicyParley) addressing actors of the Health and Care sector (e.g. Health and Care workers, policymakers/administration and end-users).

- **WP3 Focus on Policy & Solution Expansion** – Exploit pilot results to a sustainable solution, link HACK-IT-NET's Innovation Transfer Tools and Approach to policy activities and enable conditions (policy/operational) for ongoing transfer of Alpine Space relevant innovation to health and care ecosystem actors.

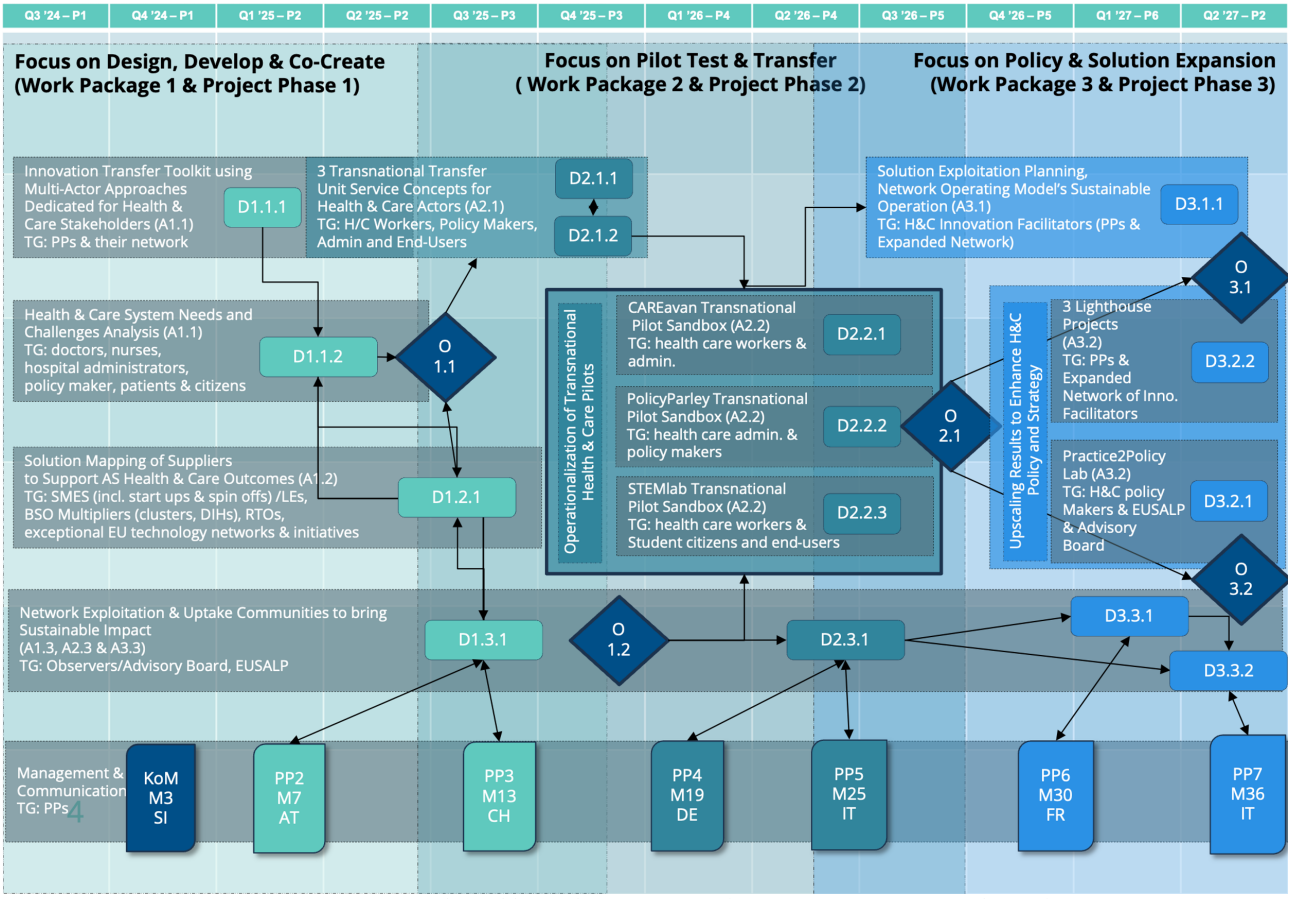

Figure 1: Project Deliverables and main Outputs (source: Project Generated, 2024)

The purpose of the WP 1 is to:

- **A1.1:** Co-create capacity building through hybrid Co-Creation Camps to promote the exchange of innovation transfer methodologies for improved user acceptance with Health and Care actors. Develop a multi-actor approach transfer toolkit for Health and Care actor engagement by designing tool portfolios for CAREavan, STEMlab, and PolicyParley. Conduct Alpine Space Health and Care Ecosystem Needs Gathering and Analysis by conducting over 90 interviews, organising 18 Town Halls, and 9 Focus Groups to identify key Health and Care Outcomes (e.g., advancing green and e-hospitals, improving system-level service provision, and boosting customised technology transfer).

- **A1.2:** Solution mapping of research, innovation, knowledge, technology, and suppliers relevant to supporting enhanced Alpine Space Health and Care Outcomes (e.g., advancing green and e-hospitals, improving system-level service provision, and boosting customised technology transfer). Deliver an e-book gathering 90+ alpine space relevant solution suppliers to cope with challenges identified in A1.1. BVF/PP6 lead on the Solution Supplier harvest and analysis to support the Project Partners getting a better understanding on existing knowledge to cope with identified H&C challenges; LP1/ProMIS lead on the creation of the publicly available e-book gathering all 90+ solution suppliers.

- **A1.3:** Establishment of the HACK-IT NETwork operating model (via online workshops), including EUSALP and Advisory Board feedback loop outreach via 9 regional and 3 inter-regional Exploitation/Uptake Communities. A Communication, Dissemination, and Exploitation Toolkit is established to help push outcomes to the network via the derived model.

Two outputs emerge from WP1:

- **Output 1.1:** Creation of the Capacity Building Toolkit, which includes the Social Innovation (SoI) Multi-Actor Approach (MAA) Methodological Framework, AS Health Need Outcomes, and Solution Use Cases.
- **Output 1.2:** Establishment of the Network Operating Model, including a Letter of Commitment (LoC) and the first Outreach and Uptake Events (HACK-ITathons) for anchoring.

The illustration below showcases the interconnections between activities and deliverables in WP1, as well as the two main outputs:

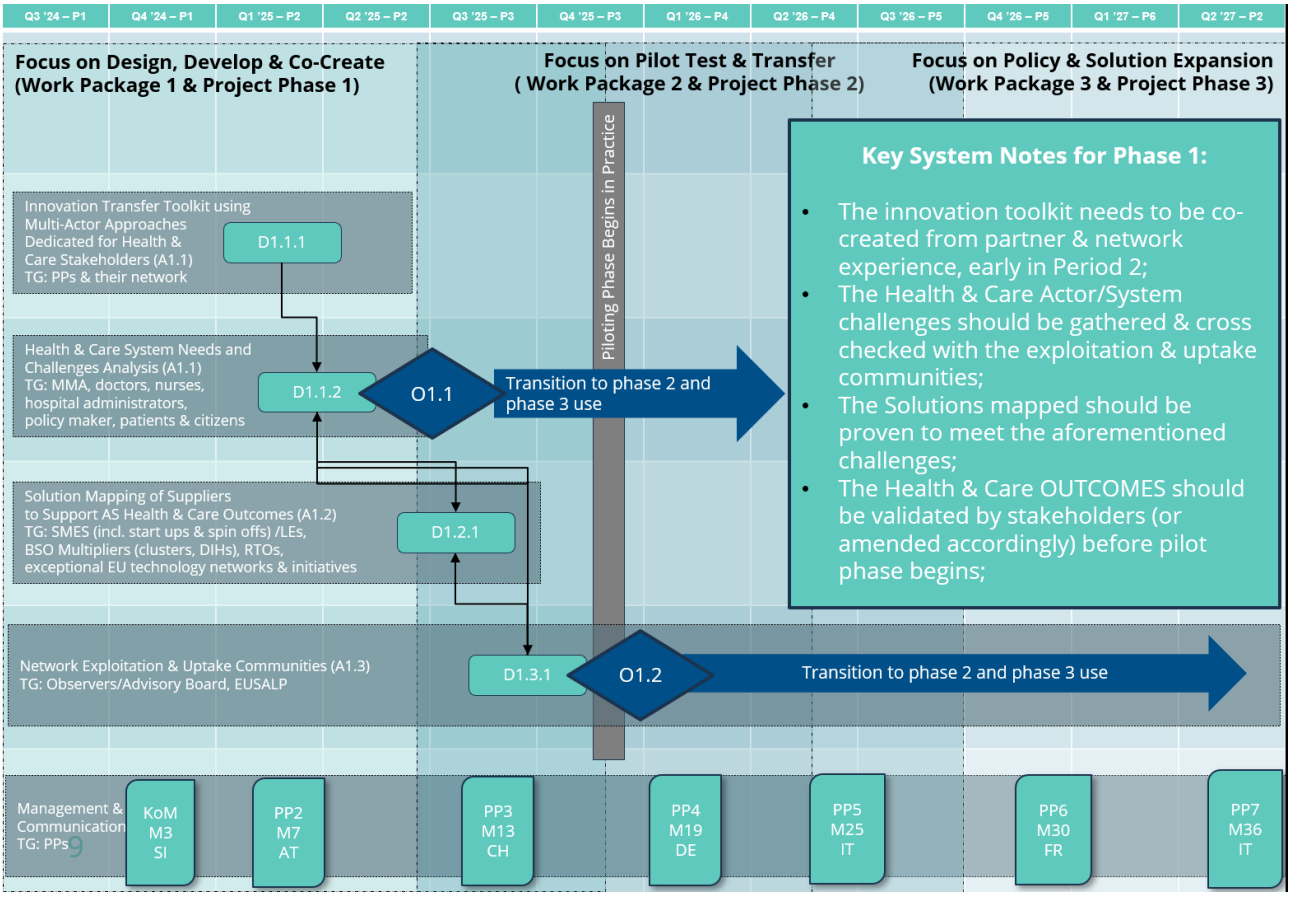

Figure 2: WP1 Deliverables and Outputs (source: Project Generated, 2024)

2.2. Mission Statement and Objective of D1.3.1

D1.3.1 is a report showcasing the cooperation, governance, and Operating Model for the HACK-IT-NET project. The aim of this report is to enable the project consortium to understand the benefits which a strong network brings when it comes to support project's impact. This report also highlights the necessity to start early when engaging with relevant stakeholders in order to be able to build trust and create relevant results which can be transferred. In addition, the report outlines how to embed sustainability in project activities through a sustainability charter. This is crucial as the objective is to create long-lasting cooperation among the key stakeholders in the Alpine Space and ensure that sustainability is integrated into all project activities.

2.3. Further use of D1.3.1

As showcased in the Figure 2 WP1 Deliverables and Outputs, A1.1 & A1.2 directly feed into A1.3. Activity A1.3 builds upon the network established during the proposal phase and expands it through a structured cooperation approach that highlights synergies and implements engagement actions.

The challenges and needs identified in D.1.1.2, along with the use cases and solutions mapped in D1.2.1, should serve as a continuous guiding line for all consortium partners while implementing their pilots (WP2) and creating a long-lasting solution (WP3). These identified elements and mappings provide the purpose and orientation for identifying and designing potential pilot activities within project phase 2 (see Figure 2) that involve further engagement with key stakeholders.

2.4. Definitions

APPROACH: The APPROACH is a 'branded' name for the methodological framework which HACK-IT-NET develops to promote social-innovation oriented exchange in a multi-actor context to improve how innovation is transferred to the Health and Care sector – namely the CAREavan, the PolicyParley and the STEMLAB. However, the broader APPROACH definition also includes the Network Operating Model which sets the network-agreed exchange which promotes the ongoing knowledge, innovation, transfer exchange towards the social innovation contexts directly with H&C actors.

OUTCOMES: The OUTCOMES is a branded name for the specific, need-driven targeted improvements that the HACK-IT-NET consortium fosters through the APPROACH. Three OUTCOMES were predetermined at the time of project writing: (1) advancing green and e-hospitals, (2) improving system-level service provision and (3) boosting customised technology transfer. Each of them is associated with one APPROACH and should be adjusted to the territorial needs of the Alpine regions involved in the project. This adjustment occurs within the stakeholder interaction formulated as part of the project's Phase 1.

Uptake Communities: Uptake Communities are stakeholders identified by the project partners for having great potential for further use of project results. They are additional to the 18 observers already defined during the proposal development phase. By the end of Period 3, the project partners have defined 9 regional Uptake Communities (9 organisations – 1 per PP) and 3 transnational Uptake Communities (3 European projects/initiatives – 1 per APPROACH).

3. Cooperation Matrix

Within the framework of the HACK-IT NETwork Operating Model (A1.3, A2.3 & A3.3), it is crucial to determine the basis for cooperation between the partners within their ecosystems. Therefore, the following cooperation model, named "HACK-IT-NET project matrix" (see Figure 3: HACK-IT-NET project matrix), was developed, displaying the structure of the stakeholder network of the HACK-IT-NET project. The cooperation matrix will be applied and expanded throughout the entire project duration, serving as the basis of the Network Operating Model.

3.1. Regional Ecosystem

Given the strength of representing six different countries within the project partnership, each PP ensures the relationship with its regional ecosystem, including the 18 observers (2 per PP - pilot & strategic experts supporting project's implementation) who were already identified during the project proposal development phase (see HACK-IT-NET project proposal, p. 8 – 34: PP descriptions).

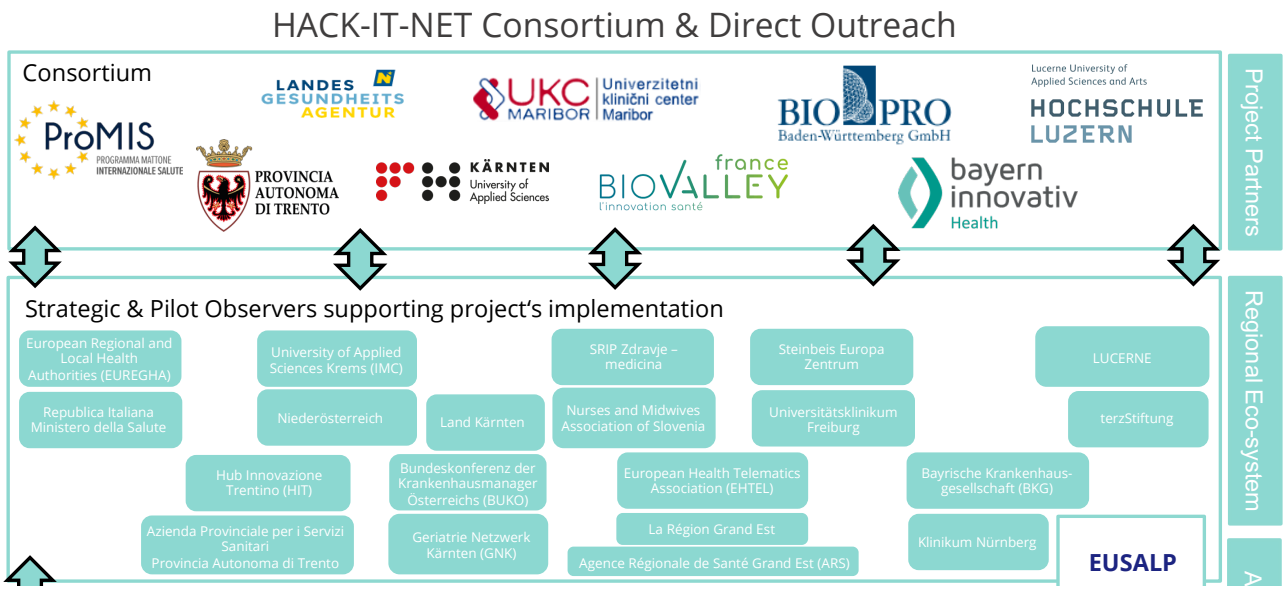

Figure 3: Regional ecosystem within the HACK-IT-NET project matrix (Source: Project Generated, 2024).

3.2. Transnational Alpine Space Cooperation Matrix

Directly from A1.3, the HACK-IT-Network Operating Model connects regional ecosystems from the Alpine Space programme, as well as to the broader European ecosystem. The transnational cooperation is showcased by the extended HACK-IT-NET project matrix below.

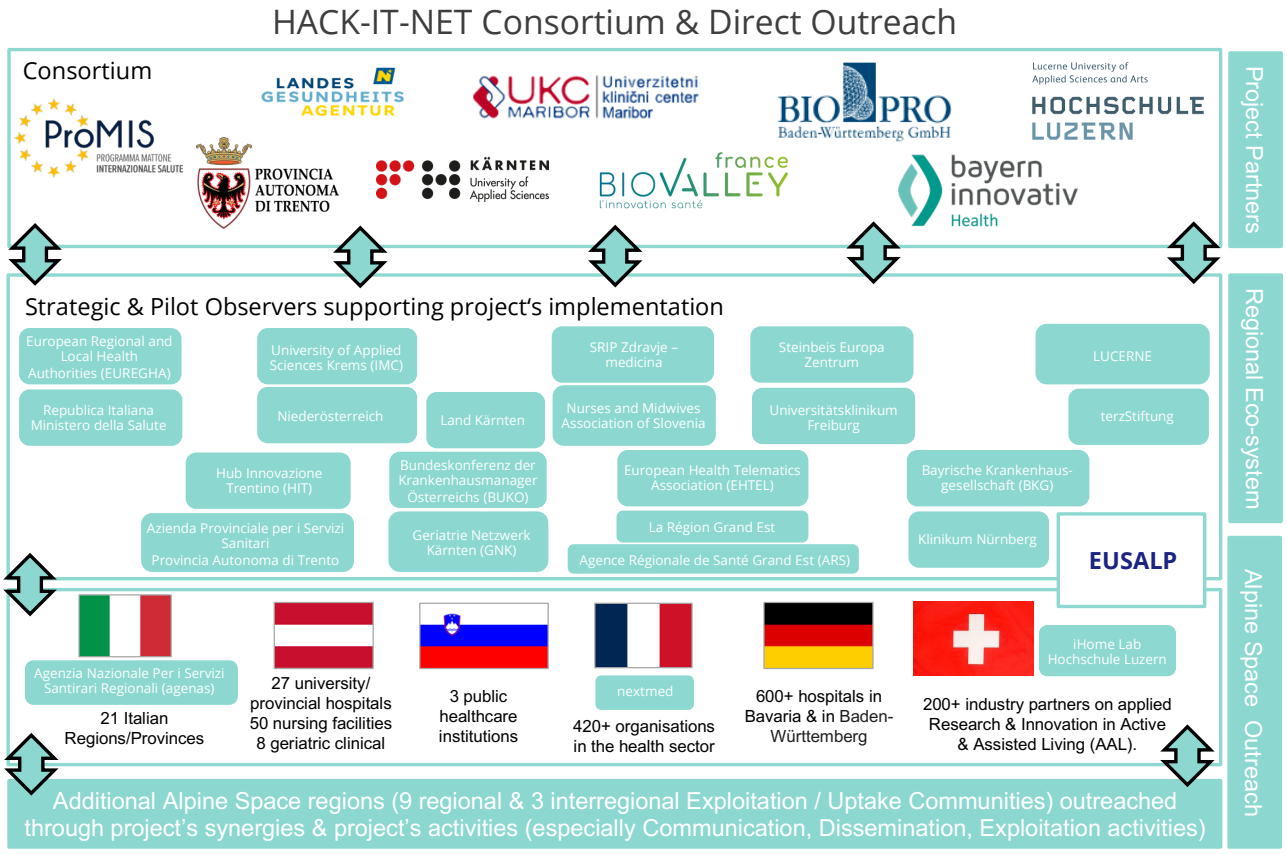

Figure 4: Regional and transnational ecosystem within the HACK-IT-NET project matrix (Source: Project Generated, 2024).

Figure 4 showcases the cooperation between all PPs ecosystems. Collaboration will not only occur at the national level, driven by each PP, but also through cross-learning and knowledge transfer between territories, thereby strengthening transnational cooperation. It highlights the primary connections between all PPs' at the Alpine Space level. Links to the wider European ecosystem and other programmes are to be established via nine regional & three interregional Exploitation/Uptake Communities in the second and third project phase and therefore not shown yet in Figure 3/Figure 4. Direct link to EUSALP AG2 ensures alignment of HACK-IT-NET project to Alpine Space needs and strategic objectives and enables wider dissemination to Alpine Space regions.

4. Sustainability Charter

The Sustainability Charter (see Annex) was developed as a strategic framework to embed environmental and social sustainability across project operations, as well as Health and Care transformation in the Alpine Space. It is a supportive and scalable instrument for the nine project partners that accelerates the sustainable transition. The Charter operates on three levels: organisational, opera-

tional, and the exploitation level. Across these levels, it supports the implementation of shared principles, objectives, transparency, and long-term continuity. Furthermore, the Sustainability Charter is accompanied by concrete sustainability indicators (see Annex) to provide project partners with clear and directly implementable, ecologically sustainable actions to ensure measurable impact.

4.1. Objective

The purpose of the Charter is to provide a clear, practical framework for sustainability within HACK-IT-NET. It promotes resource efficiency and circular principles, inclusion, and innovation, supporting partners in embedding sustainability into all thematic outcomes, including reducing environmental impacts in hospitals to improving system-level service provision and enabling sustainable technology transfer.

It aligns with the Sustainable Development Goals (SDGs), especially SDG 3 (Good Health and Well-being) and SDG 9 (Industry, Innovation and Infrastructure), translating the priorities of the Alpine Space Programme, such as climate action, circular resource use, social equity and innovation, into applicable guidance for the consortium to enhance its green and digital transformation.
The multi-level design ensures coherence: project greening and ethical standards at the organisational level, measurable sustainability practices in pilots at the operational level, and durable impact and scalability beyond the project lifetime at the exploitation level.

4.2. Methodology

To ensure that the Sustainability Charter was co-created, relevant, and collectively owned by the HACK-IT-NET consortium, its development was grounded in a participatory approach. Two workshops, facilitated by BIOPRO as lead of the third workstream “Impact and Sustainability”, ensured the engagement of the project partners.

The first workshop in Maribor (24th of October 2024) introduced the conceptual framework of the workstream. It focused on the three dimensions of the charter – Project Greening, Impact on SDGs, and Long-term Impact. During three interactive group sessions, participants explored these topics using participatory tools such as brainstorming and interactive discussions to share insights and develop the initial ideas for implementing sustainability in the project.

The second workshop held in Klagenfurt (5th of February 2025 presented the first draft of the Sustainability Charter (A 1.3, D 1.3.1). In line with the project’s co-creation approach, partners collaboratively refined sustainability on Project Activity Level and provided feedback on the three thematic Outcomes of the projects APPROACH – Advancing Green and E-Hospitals (CAREavan), Improving System-Level Service Provision (POLICYparley), and Boosting customised Technology Transfer (STEAMlab).

Through this iterative process, all project partners contributed to shaping a shared understanding of sustainability, ensuring that the Charter reflects the collective vision, expertise, and practical realities of the consortium.

In accordance with the results of the two workshops, the Charter was structured around the three levels: Project Greening, Impact on SDGs, and Long-term Impact. It is also guided by five principles:

using resources efficiently and integrating circular principles, advancing green and digital innovation, strengthening cross-border inclusivity, prioritising scalable long-term effects, and involving multiple stakeholders.

At the organisational level, it translates the EU Green Deal and sustainable principles of the Alpine Space Programme into day-to-day project work such as traveling, events, and procurement. It adopts the 10R circularity logic – refuse, rethink, reduce, reuse, repair, refurbish, remanufacture, repurpose, recycle – and Green Public Procurement with lifecycle-based criteria, eco-labels, low-carbon logistics, and transparent reporting. Furthermore, ethical standards and social responsibility are embedded in the project's Sustainability Charter, ensuring that sustainable principles are addressed in a holistic and accountable manner.

At the operational level, it frames the three thematic outcomes – advancing green and e-hospitals, boosting customised technology transfer, and improving system-level service provision – through aligned objectives, concrete strategies, and sustainability indicators that cover environmental, social, and economic dimensions. These indicators are monitored dynamically and adapted through feedback from pilots to drive continuous improvement.

At the exploitation level, it embeds scalability and continuity via the Network Operating Model, Lighthouse Projects, and policy transfer, ensuring that methods and innovations remain useful and impactful beyond the project term.

Moreover, each project partner defines a project sustainability manager (PSM), to monitor sustainability at each level: organisational, operational and the exploitation level.

4.3. Outcome

The result is a shared Sustainability Charter which was signed by all partners in June 2025 (see Annex) that articulates a common vision, levels of action, guiding principles, and practical fields of application.

The vision is clear: resilient, inclusive, efficient, and patient-centred healthcare that pairs innovation with ecological and social responsibility and social equity, linked to the United Nations SDGs, especially SDG 3 and 9.

The Charter connects Alpine Space Programme priorities with healthcare realities such as geographic barriers, ageing, cross-border coordination, and ecological sensitivity and aligns them with the project’s outcomes on supporting green and e-hospitals, service delivery, and boosting customised technology transfer.

It offers concrete tools: circular project practices (10R) for everyday project work, such as printing, energy use, data, materials, waste, and water, as well as green procurement anchored in lifecycle criteria and eco-labels, and low-carbon mobility and event design.

The Charter emphasises primary contributions to SDG 3 and SDG 9, while supporting SDGs 4, 7, 8, 10, 12, and 13 by promoting implementation of an ecological and social sustainable behaviour, such

as knowledge transfer, clean energy, decent work, reduced inequalities, responsible consumption and production, and climate action integrated into pilots and operations.

4.4. Future use and activities monitoring

In accordance with the Charter, the HACK-IT-NETwork Operating Model is designed to facilitate long-term collaboration between partners, observers, stakeholder ecosystems, and exploitation communities in the Alpine Space and beyond. The Charter considers sustainability as an aspect to support better conditions for Health and Care in the Alpine Space. Each PP uses the charter to monitor sustainability at the organisational, operational, and exploitation level.

The Project Partners track sustainable impact using indicators across environmental (e.g., energy efficiency, waste reduction), social (e.g., inclusivity, accessibility), and economic (e.g., cost-efficiency, scalability) dimensions. These indicators are refined through a dynamic monitoring system and feedback loops from pilot projects to keep the learning active and the results relevant.

Future activities will further mainstream circular practices, innovation-friendly procurement, and greener operations in travel and events: starting with necessity checks, favouring low-carbon options, and maintaining transparent reporting to build credibility.

5. HACK-IT-NETwork Operating Model

5.1. Objective

The Network Operating Model aims at structuring, facilitating, and supporting cooperation between relevant actors in Europe (especially in the Alpine Space) to cope with identified critical Health & Care challenges. It thereby underpins HACK-IT-NET's overarching mission to accelerate a green and digital transformation of Health and Care services across the Alpine Space.

The Network operates in two levels to support continuous, transnational knowledge and innovation transfer:

- Regional/Project Partner level where each partner cooperates with relevant stakeholders to enhance the transfer of pilot results in their respective region;
- Transnational/Project consortium level where the consortium cooperates mostly at the Alpine Space level to support further wide capitalisation of overall project results.

Moreover, as part of developing the Network Operating Model, project partners co-defined 9 regional UptakeCommunities (1 organisation per partner) and 3 transnational Uptake Communities (1 European project/initiative per APPROACH). Uptake Communities are stakeholder groups identified by project partners for their high potential to capitalise on project results either by transferring pilot outcomes into new contexts, or by upscaling innovative solutions into transnational flagship initiatives.

5.2. Development Timeline and Key Milestones

The Network Operating Model was Co-created through online and in person workshops on consortium level in May and June 2025. The full Co-creation journey of the Network Operating Model is shown in the timeline below:

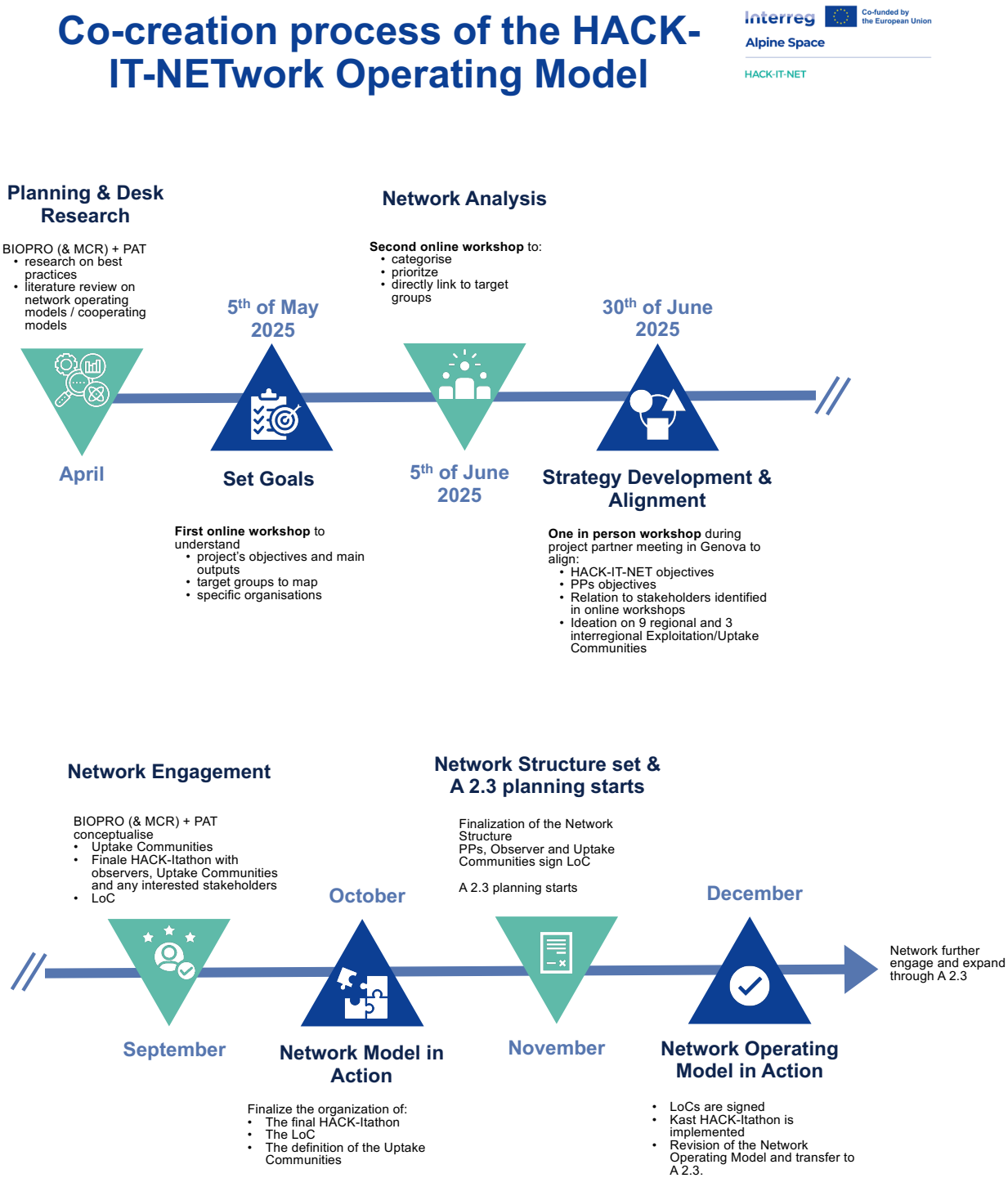

Figure 5: Co-creation process of the HACK-IT-NETwork Operating Model (Source: Project Generated, 2024).

As shown in Figure 5, a series of three co-creation workshops in the second quarter of 2025, provided the backbone for the Network Operating Model design. The first workshop, held on 5th of May 2025, focused on stakeholder identification. Its objective was to map stakeholders and scoring the respective synergy level in the context of the HACK-IT-NET project according to a decision path (see 5.2.1). In the first workshop Excel worksheets were used resulting in nine PP-specific lists.

The second workshop, on 5th of June 2025, aimed to prioritise stakeholders by ranking them according to interest and influence to allocate engagement resources efficiently. A 2 × 2 interest-vs-influence matrix on Canva was used, producing four engagement tiers with recommended tactics.

The third workshop, on 30th of June 2025, focused on thematic alignment and integration. Project partners aligned pilot projects, events, and synergies with stakeholder interests on Canva building a suitable basis for targeted interaction with most relevant stakeholders.

5.2.1. Stakeholder Identification (Workshop 1)

The project partners compiled 193 stakeholders in total, relevant to their regional context in Excel spreadsheets. When selecting stakeholders, the focus was on a high potential for cooperation, the ability of stakeholders to make further use of the HACK-IT-NET project results, and ideally a high level of willingness on the part of stakeholders to get involved in the project. The stakeholders were sorted into 15 stakeholder categories (see Table 1) and clustered into synergy groups according to the following evaluation scheme.

Evaluation scheme used for synergy scoring:

5 points for...

- Knowing someone personally in the target organisation.

4 points for...

- Knowing someone (in the PP´s organisation or the target organisation) who is directly connected to the person the PP wants to reach, within a 3-node (PP → colleague A → target person C) relationship.

3 points for...

- Being able to identify a path of up to 4 nodes (PP → colleague A → contact B → target person C) to reach the right person.

2 points for...

- Having worked with this organisation before.

1 point for...

- The organisation/person being relevant for the project without any existing points of contact.

To complement the tabular overview (see Table 1), the composition of stakeholder portfolios was also analysed visually using heatmaps (see Figure 6; Figure 7). These reveal clear patterns that help interpret the numbers at a glance.

The following table gives an overview of identified stakeholders in total and per stakeholder category, as well as their respective synergy levels. Following stakeholder groups were used for categorisation: Local Public Authority; Regional Public Authority; National Public Authority; Sectoral Agency; Higher education and research; Education center and school; Enterprise (no small or medium sized company (SME)); SME; Business Support organisation; European Grouping of Territorial Cooperation (EGTC); Hospital and medical centers; European Economic Interest Group; Public-Private Partnership (PPP); Non-Governmental Organisation (NGO) / Non-Profit Organisation (NPO); Network.

Table 1: Stakeholder overview by Project Partner. The table shows the total number of identified stakeholders per PP, the number of stakeholders identified per stakeholder category and the number of stakeholders per synergy score.

Project-Partner	Identified stakeholders in total	Identified stakeholders per category	Synergy scores
ProMIS	19	Local Public Authority: 0; Regional Public Authority: 5; National Public Authority: 1; Sectoral Agency: 1; Higher education and research: 0; Education center and school: 0; Enterprise (no SME): 0; SME: 0; Business Support organisation: 0; EGTC: 0; Hospital and medical centers: 11; European Economic Interest Group: 0; PPP: 0; NGO/NPO: 0; Network: 1	synergy score 1: 0; synergy score 2: 0; synergy score 3: 0; synergy score 4: 0; synergy score 5: 19
PAT	20	Local Public Authority: 0; Regional Public Authority: 4; National Public Authority: 0; Sectoral Agency: 2; Higher education and research: 5; Education center and school: 0; Enterprise (no SME): 0; SME: 0; Business Support organisation: 0; EGTC: 0; Hospital and medical centers: 3; European Economic Interest Group: 0; PPP: 0; NGO/NPO: 2; Network: 4	synergy score 1: 0; synergy score 2: 0; synergy score 3: 3; synergy score 4: 4; synergy score 5: 13
LGA	21	Local Public Authority: 0; Regional Public Authority: 3; National Public Authority: 3; Sectoral Agency: 3; Higher education and research: 5; Education center and school: 0; Enterprise (no SME): 0; SME: 0; Business Support organisation: 0; EGTC: 0; Hospital and medical centers: 6; European Economic Interest Group: 0; PPP: 0; NGO/NPO: 1; Network: 0	synergy score 1: 0; synergy score 2: 0; synergy score 3: 0; synergy score 4: 4; synergy score 5: 17
CUAS	22	Local Public Authority: 3; Regional Public Authority: 1; National Public Authority: 1; Sectoral Agency: 0; Higher education and research: 0; Education center and school: 0; Enterprise (no SME): 1; SME: 0; Business Support organisation: 1; EGTC: 0; Hospital and medical centers: 9; European Economic Interest Group: 0; PPP: 0; NGO/NPO: 5; Network: 1	synergy score 1: 0; synergy score 2: 0; synergy score 3: 6; synergy score 4: 3; synergy score 5: 13
UKCM	14	Local Public Authority: 1; Regional Public Authority: 0; National Public Authority: 2; Sectoral Agency: 0;	synergy score 1: 8; synergy score 2: 3;

		Higher education and research: 4; Education center and school: 0; Enterprise (no SME): 0; SME: 4; Business Support organisation: 0; EGTC: 0; Hospital and medical centers: 3; European Economic Interest Group: 0; PPP: 0; NGO/NPO: 0; Network: 0	synergy score 3: 0; synergy score 4: 0; synergy score 5: 0
BVF	27	Local Public Authority: 4; Regional Public Authority: 4; National Public Authority: 0; Sectoral Agency: 3; Higher education and research: 1; Education center and school: 0; Enterprise (no SME): 0; SME: 9; Business Support organisation: 1; EGTC: 0; Hospital and medical centers: 5; European Economic Interest Group: 0; PPP: 0; NGO/NPO: 0; Network: 0	synergy score 1: 0; synergy score 2: 0; synergy score 3: 0; synergy score 4: 11; synergy score 5: 16
BI-OPRO	25	Local Public Authority: 0; Regional Public Authority: 0; National Public Authority: 0; Sectoral Agency: 3; Higher education and research: 4; Education center and school: 1; Enterprise (no SME): 2; SME: 2; Business Support organisation: 0; EGTC: 1; Hospital and medical centers: 6; European Economic Interest Group: 0; PPP: 0; NGO/NPO: 3; Network: 3	synergy score 1: 0; synergy score 2: 0; synergy score 3: 0; synergy score 4: 0; synergy score 5: 19
BI	25	Local Public Authority: 0; Regional Public Authority: 1; National Public Authority: 0; Sectoral Agency: 0; Higher education and research: 4; Education center and school: 0; Enterprise (no SME): 2; SME: 5; Business Support organisation: 0; EGTC: 0; Hospital and medical centers: 6; European Economic Interest Group: 0; PPP: 0; NGO/NPO: 1; Network: 6	synergy score 1: 0; synergy score 2: 0; synergy score 3: 0; synergy score 4: 9; synergy score 5: 18
HSLU	20	Local Public Authority: 1; Regional Public Authority: 0; National Public Authority: 0; Sectoral Agency: 0; Higher education and research: 0; Education center and school: 0; Enterprise (no SME): 1; SME: 8; Business Support organisation: 0; EGTC: 0; Hospital and medical centers: 0; European Economic Interest Group: 0; PPP: 1; NGO/NPO: 6; Network: 3	synergy score 1: 12; synergy score 2: 1; synergy score 3: 2; synergy score 4: 1; synergy score 5: 4

The following heatmap provides an overview of the distribution of stakeholder categories across project partners and was generated based on the information displayed in Table 1.

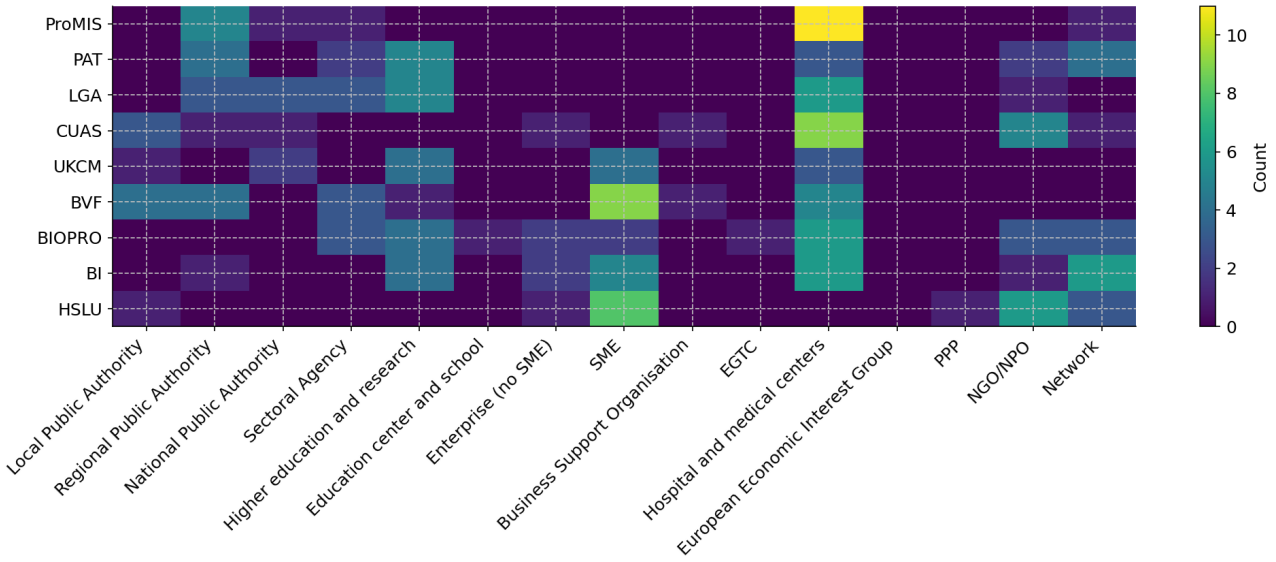

Figure 6: Stakeholder category heatmap indicating HACK-IT-NET-specific network profiles of each PP.

The stakeholder category heatmap (see Figure 6) points to differentiated yet broadly composed stakeholder portfolios across partners. While BVF, BI, and BIOPRO have a pronounced emphasis on hospitals and medical centers, their networks also extend into other categories.

PAT and LGA contribute a solid share of higher education and research institutions alongside public authorities. CUAS blends hospital stakeholders with a visible NGO/NPO component, and HSLU's portfolio leans toward SMEs and NGOs. Overall, the partners bring a reasonably diversified mix of stakeholders reflecting the diverse nature of the Health and Care ecosystem in the Alpine Space.

The synergy heatmap shows the distribution of synergy scores across project partners and was generated based on the information displayed in Table 1.

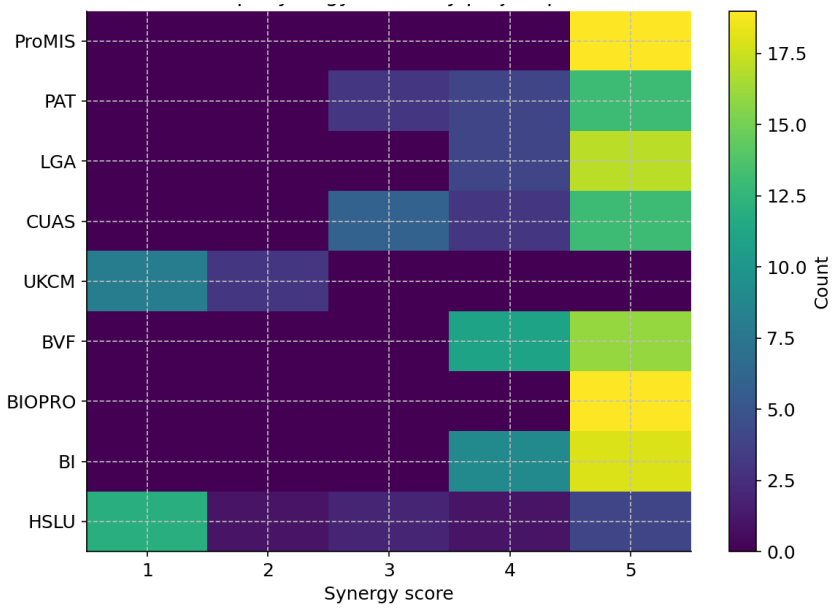

Figure 7: Synergy heat map indicating relationship characteristics of PP´s and gathered stakeholders.

From Figure 7 differences in engagement intensity can be identified: BVF, BI, LGA, BIOPRO, ProMIS, and CUAS cluster around higher synergy (scores 4–5), pointing to well-aligned and actionable ties, whereas UKCM and HSLU display larger proportions of low synergy (scores 1–2), suggesting earlier-stage or exploratory relationships. These insights help prioritis e outreach strategies and tailor partner-specific engagement approaches.

5.2.2. Stakeholder Prioritisation (Workshop 2)

Capitalising on the diverse characteristics of each PP´s stakeholder pool identified in the first Workshop, Participants transferred the stakeholders gathered in the first workshop onto a 2 × 2 Canva grid, with the horizontal axis representing the interest of the stakeholder in the HACK-IT-NET project and the vertical axis representing the influence of the stakeholder on topics related to the HACK-IT-NET project. The resulting quadrants underpin four engagement tiers:

Manage Closely – high interest and high influence (“Work together”)
Keep Satisfied – low interest and high influence (“Engage with”)
Keep Informed – high interest and low influence (“Inspire for action”)
Monitor – low interest and low influence (“Keep in loop”)

In the following, the stakeholder prioritisation matrices of the second workshop generated by each PP are shown.

LP1-ProMIS

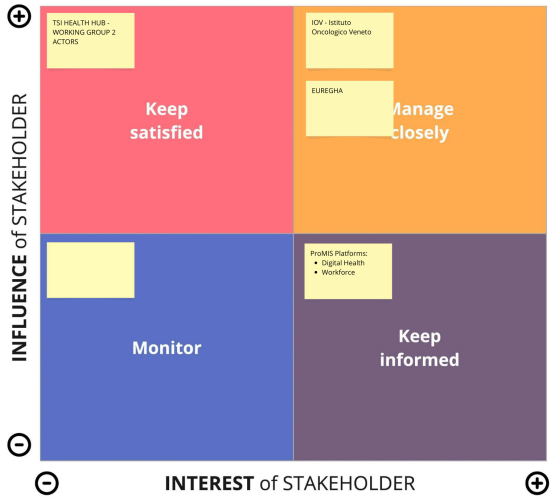

Figure 8: Interest vs. influence matrix displaying stakeholders gathered by ProMIS.

PP2-PAT

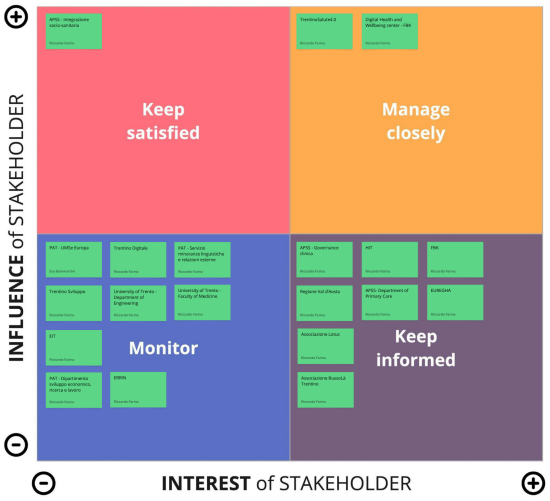

Figure 9: Interest vs. influence matrix displaying stakeholders gathered by PAT.

PP3-LGA

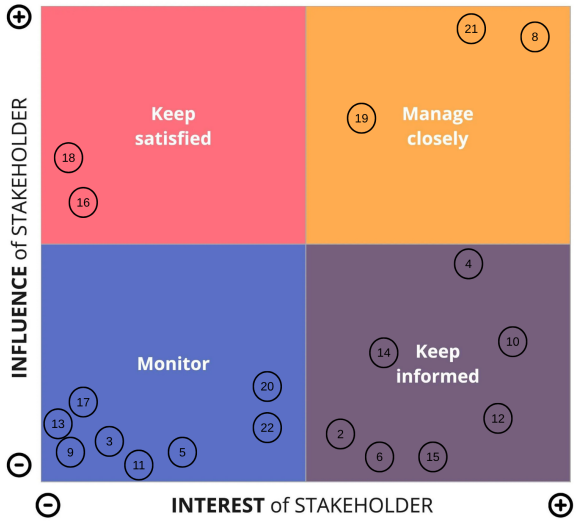

Figure 10: Interest vs. influence matrix displaying stakeholders gathered by LGA: 1 Austrian Organisation of ambient and assistent living, 2 Ferdinand Porsche FERNFH - Distance-Learning University of Applied Sciences, 3 IMC University of Applied Sciences Krems, 4 Ludwig Boltzmann Institute, 5 University Hospital of St. Pölten, 6 University of Applied Sciences St. Pölten, 7 Health Care Centre Healthacross MED Gmünd, 8 Primary Health Care Centre St. Pölten, 9 Regional Hospital of Gmünd, 10 Regional Hospital of Hainburg, 11 University Hospital of Neunkirchen, 12 University Hospital of Wr. Neustadt, 13 Austrian Federal Ministry for Social Affairs, Health, Care and Consumer Protection, 14 Austrian National Public Health Institute, 15 Lower Austrian Health and Social Fund, 16 Geriatric Health Centres of the City of Graz, 17 Patient and care advocacy, 18 Provincial Government of Lower Austria, 19 Health Agency of Lower Austria Department Patient & Resident Management and volunteering, 20 Health Agency of Lower Austria Board Members, 21 Health Agency of Lower Austria Department of Strategy and Quality Nursing.

PP4-CUAS

Figure 11: Interest vs. influence matrix displaying stakeholders gathered by CUAS.

PP5-UKCM

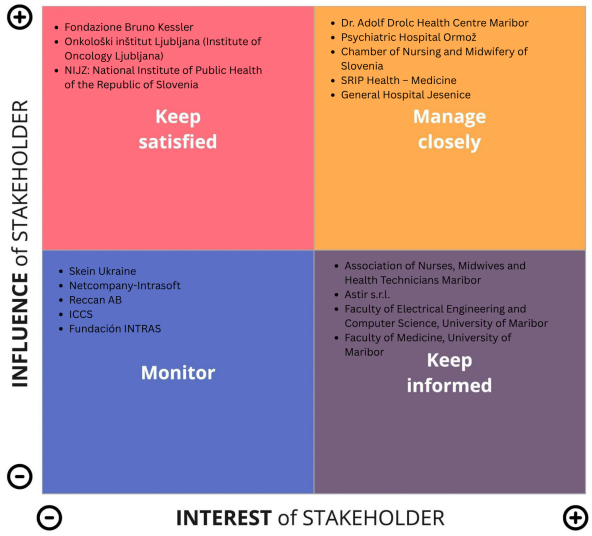

Figure 12: Interest vs. influence matrix displaying stakeholders gathered by UKCM.

PP6-BVF

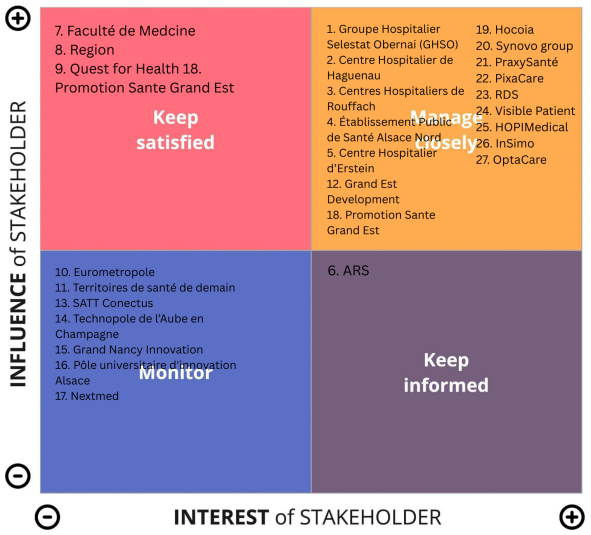

Figure 13: Interest vs. influence matrix displaying stakeholders gathered by BVF.

PP7-BIOPRO

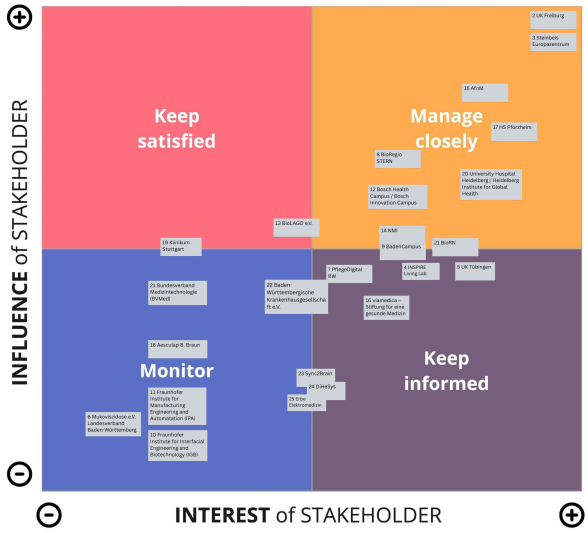

Figure 14: Interest vs. influence matrix displaying stakeholders gathered by BIOPRO.

PP8-BI

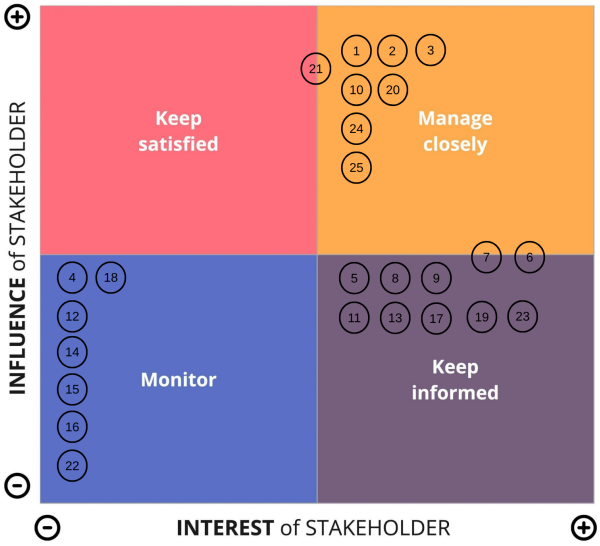

Figure 15: Interest vs. influence matrix displaying stakeholders gathered by BI: 1 Klinikum Nürnberg, 2 Bayerische Krankenhausgesellschaft, 3 Klinikum Neumarkt, 4 Institut für Planetary Health der Universität Erfurt, 5 Seleon, 6 Biovox, 7 ZUKE green, 8 Siemens Healthineers, 9 TH Deggendorf, 10 Klinikum München, 11 Uniklinikum Würzburg, 12 Myon Clinic, 13 UKWLab Nachhaltigkeitslabor, 14 Fujifilm medwork, 15 Roche Diagnsotics, 16 Vanguard, 17 Deutsche Allianz Klimawandel und Gesundheit, 18 Fraunhofer IFAM, 19 BioBark Regensburg, 20 Medical Valley, 21 Landeszentrale für Gesundheit Bayern, 22 BioM Cluster, 23 Medizinischer Dienst Bayern, 24 Unfallklinik Murnau, 25 RoMed Klinikum Rosenheim, 26 Bayerisches Staatsministerium für Gesundheit, Pflege und Prävention, 27 Bayerisches Staatsministerium für Wirtschaft, Landesentwicklung und Energie.

PP9-HSLU

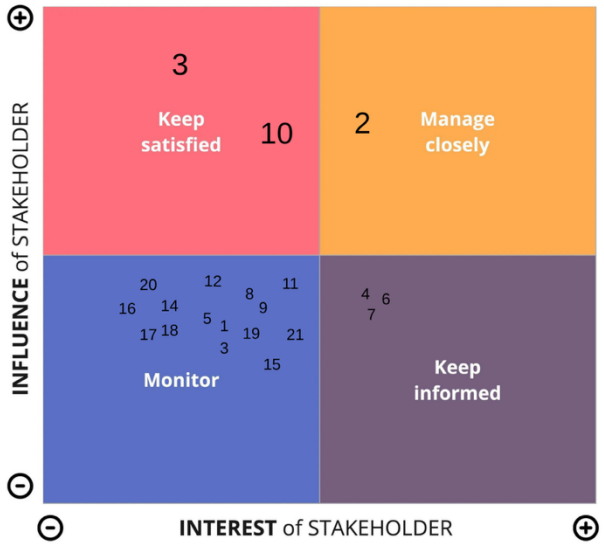

Figure 16: Interest vs. influence matrix displaying stakeholders gathered by HSLU. 2 Vicino Luzern, 3 terzStiftung, 4 Innovationspark Zentralschweiz, 5 Stadt Luzern / Abteilung Alter und Gesundheit (AGES) der Sozial- und Sicherheitsdirektion der Stadt Luzern, 6 Spitex Kriens, 7 Spitex Luzern, 8 Pro Senectute Luzern, 9 Caritas Schweiz, 10 Luzern60plus, 11 Alzheimer Luzern, 12 Gesundheitsförderung Schweiz, 13 careum, 14 curaviva, 15 digitalsitzerland, 16 Health Tech Cluster Switzerland, 17 Dovida Luzern, 18 Schweizerisches Rotes Kreuz Luzern, 19 SOS Dienste Luzern, 20 Stiftung eEsuchsdienst Innerschweiz, 21 Carela.

Based on the stakeholder prioritisation matrices provided by the project partners (see Figure 8 - Figure 16), stakeholders are represented across all four quadrants – Keep satisfied, Manage closely, Monitor, and Keep informed – with varying counts per partner. This overview consolidates how stakeholders are positioned according to interest and influence and serves as a reference point for subsequent identification and analysis of key stakeholders in the course of the development of the Strategic Exploitation Plan in the third workshop.

5.2.3. Development of the Strategic Exploitation Plan (Workshop 3)

The Strategic Exploitation Plan was developed in a structured process beginning with reflecting on the HACK-IT-NET specific objectives – developing and enhancing research and innovation capacities and the uptake of advanced technologies.

Project partners then considered their own organisational objectives in relation to the further course of the project (see Future State, Figure 16 to Figure 24). Building on this alignment, each partner selected a focused set of up to 5 key stakeholders from the prioritisation matrix of the second workshop, starting with those categorised as “manage closely,” and assigned distinct colours to ensure traceability.

For every selected stakeholder, inputs were documented across Steps 0 – 4 of the framework: identifying Key Exploitable Results (Step 0), linking stakeholders to these results (Step 1), relating them to the Technical Workplan activities (Step 2), specifying exploitation elements such as events, channels, and key messages (Step 3), and articulating the envisioned Future State (Step 4).

Consistent colour-coding was applied to connect entries to the same stakeholder across all steps, enabling a comparable, stakeholder-centred overview that links exploitable results, relationships, planned activities, messages, and intended outcomes.

The following graphics illustrate these steps and the resulting stakeholder-specific pathways for each project partner.

5.2.3.1. Strategic Exploitation Plan of ProMIS

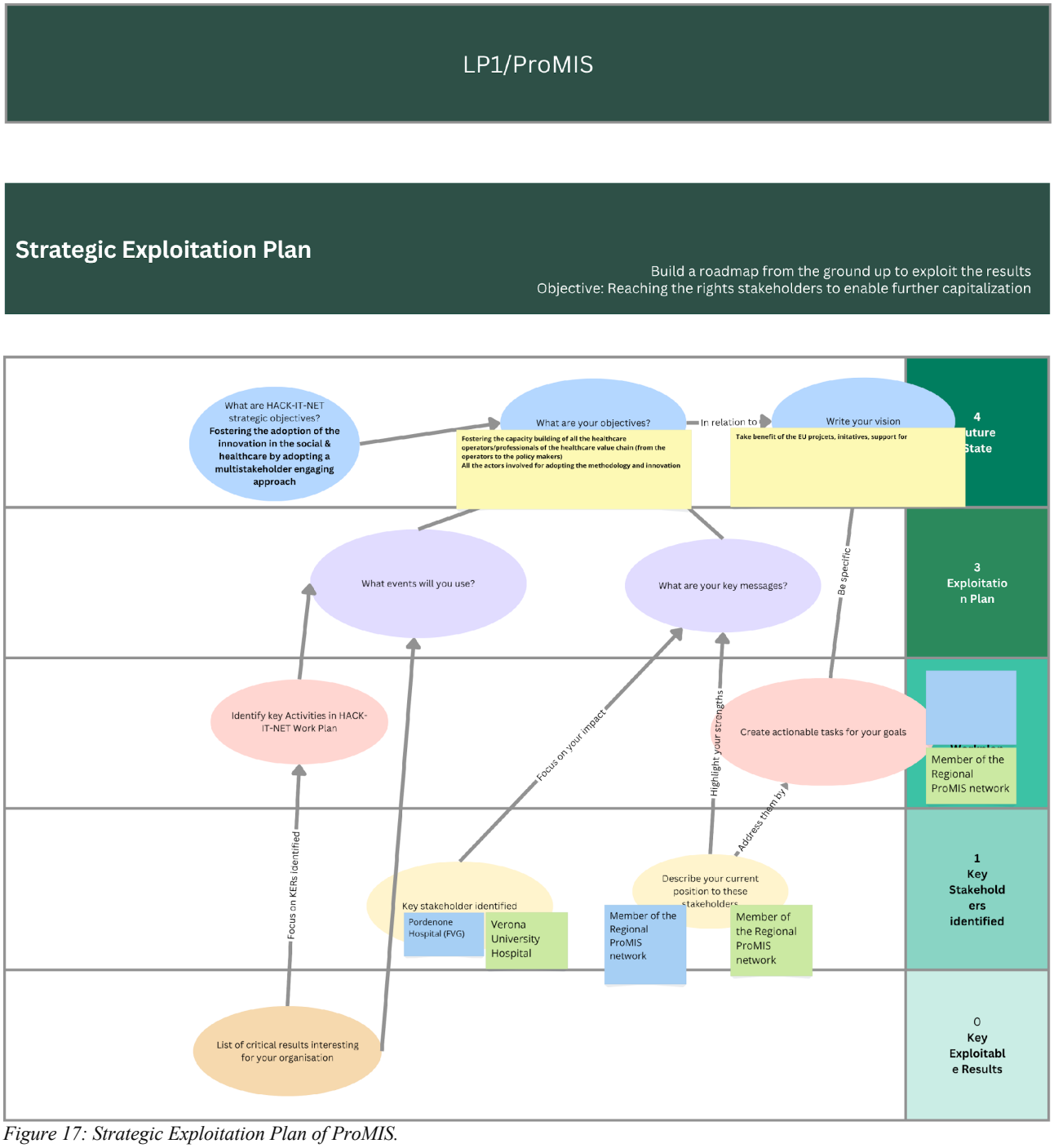

Figure 17: Strategic Exploitation Plan of ProMIS.

ProMIS structures its Strategic Exploitation Plan around the overarching objective of fostering the adoption of innovation in social and healthcare through a multistakeholder engaging approach (see Figure 16). The concrete objective is to foster capacity building across the entire healthcare value chain – supporting operators, professionals, and policy makers – so that all actors involved can adopt the HACK-IT-NET methodology and related innovations. Two key stakeholders are explicitly identified: Pordenone Hospital (FVG) and Verona University Hospital, with ProMIS' current position to both defined as "Member of the Regional ProMIS network."

The overall vision of ProMIS states: “Take benefit of EU projects, initiatives, and support for implementation.”

5.2.3.2. Strategic Exploitation Plan of PAT

PP2/PAT

Strategic Exploitation Plan

Build a roadmap from the ground up to exploit the results
Objective: Reaching the rights stakeholders to enable further capitalization

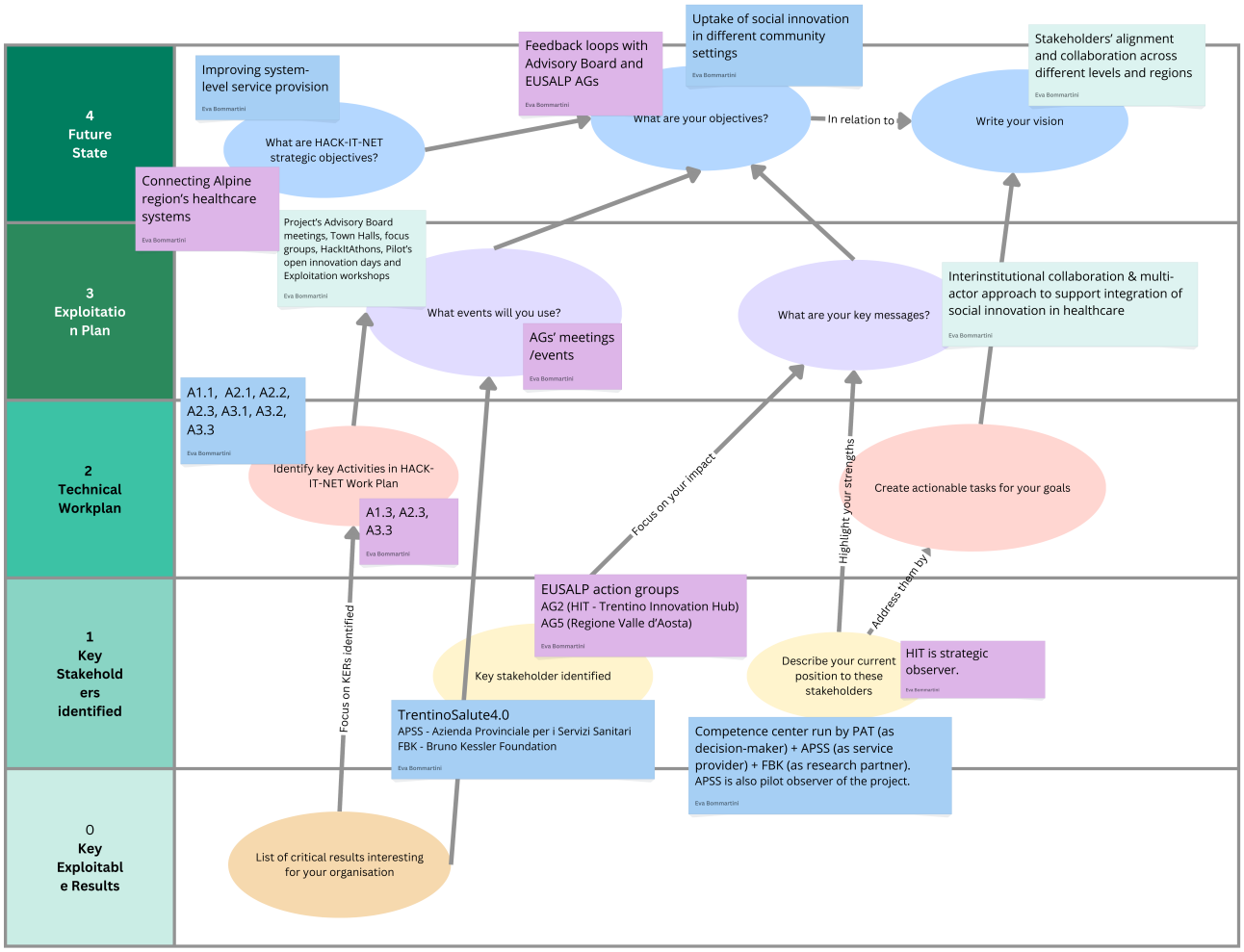

Figure 18: Strategic Exploitation Plan of the Autonomous Province of Trento (PAT).

The Strategic Exploitation Plan of the Autonomous Province of Trento (PAT) sets out a roadmap to foster collaboration and integration of social innovation within the healthcare system of the Alpine region (see Figure 18). The plan emphasises building synergies between health institutions, research

organisations, and regional innovation actors to improve system-level service provision and support the uptake of socially innovative practices across different community settings. The overarching vision is to strengthen interinstitutional and multi-actor cooperation as a foundation for more resilient, inclusive, and people-centered healthcare structures in the Alpine context.

Key stakeholders identified include TrentinoSalute4.0, a joint initiative involving ASUIT ("Azienda Sanitaria Universitaria Integrata del Trentino", previously known as APSS, "Azienda Provinciale per i Servizi Sanitari") and FBK (Fondazione Bruno Kessler), as well as stakeholders from EUSALP action groups – namely AG2 (HIT – Trentino Innovation Hub) and AG5 (Regione Valle d'Aosta). PAT serves both as a decision-maker and facilitator, leveraging its dual role to connect healthcare providers with innovation networks, while HIT acts as a strategic observer supporting cross-regional knowledge transfer.

Workplan linkages refer to various activities within the HACK-IT-NET framework (A1.1, A2.1 – A3.3), aiming to connect the Alpine region's healthcare systems through advisory boards, EUSALP AG meetings, innovation workshops, and co-creation events. These formats serve as feedback loops to collect insights from stakeholders and ensure alignment between strategic and operational levels.

Exploitation activities focus on identifying actionable steps towards long-term goals, translating project outcomes into regional strategies for innovation uptake, and defining clear key messages around collaboration and shared learning. PAT uses advisory and AG group meetings, town halls, and HACK-ITathons as central dissemination and engagement tools.

In its intended future state, PAT envisions an integrated Alpine healthcare network where social innovation is embedded in institutional practices and supported by continuous collaboration between public actors, research, and service providers.

5.2.3.3. Strategic Exploitation Plan of Health Agency of Lower Austria (NÖ LGA)

PP3/LGA

Strategic Exploitation Plan

Build a roadmap from the ground up to exploit the results
Objective: Reaching the rights stakeholders to enable further capitalization

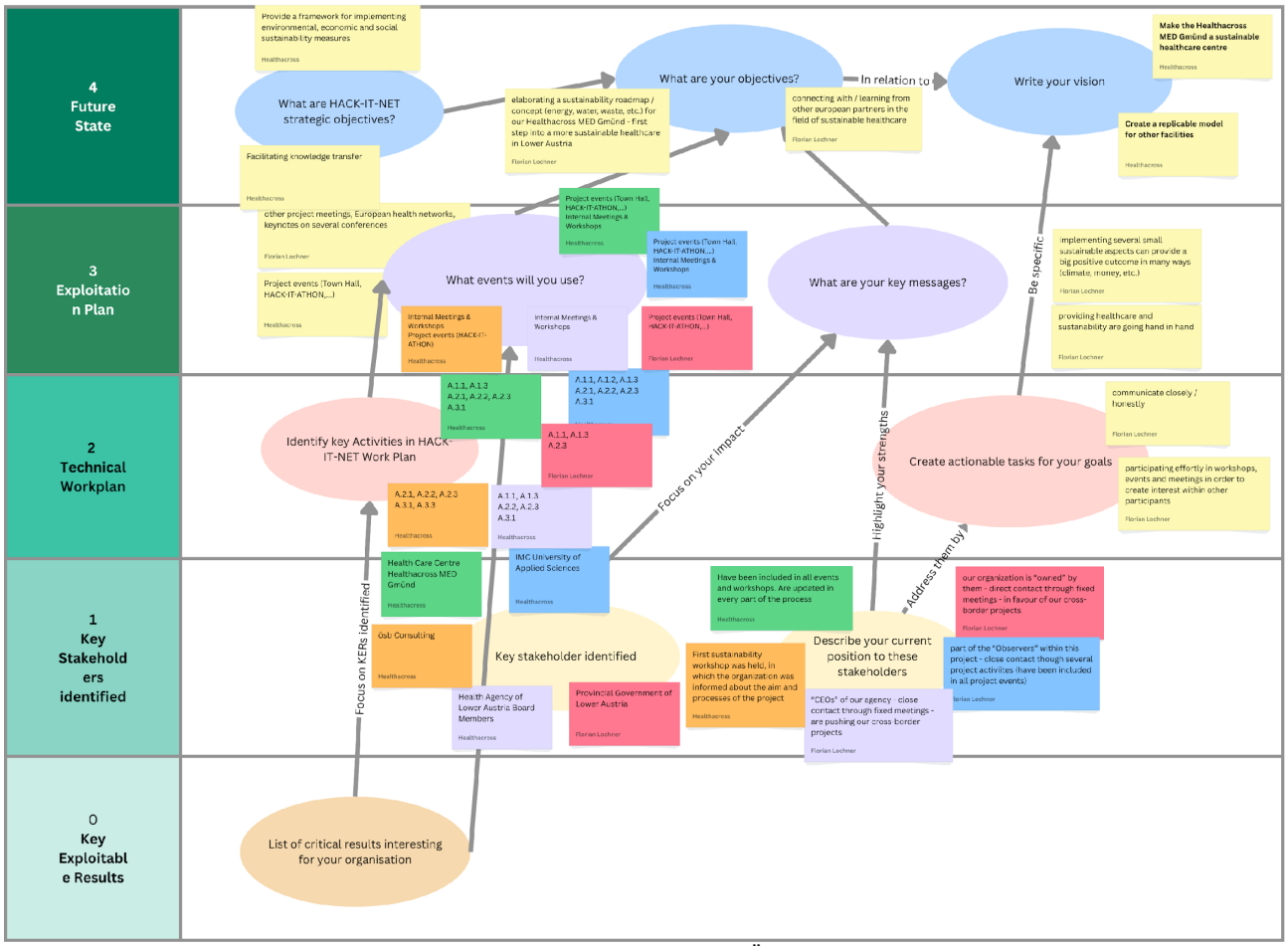

Figure 19: Strategic Exploitation Plan of Health Agency of Lower Austria (NÖ LGA).

The Strategic Exploitation Plan of Health Agency of Lower Austria (NÖ LGA) is anchored in sustainability in healthcare, aiming to provide a framework for implementing environmental, economic, and social sustainability measures while facilitating knowledge transfer (see Figure 18). The concrete objectives include elaborating a sustainability roadmap/concept for Healthacross MED Gmünd – covering energy, water, waste, and related domains – as a first step toward a more sustainable healthcare model in Lower Austria, and connecting with/learning from other European partners active in sustainable healthcare.

Key stakeholders are explicitly listed and actively engaged: the Health Agency of Lower Austria Board Members, the Provincial Government of Lower Austria, IMC University of Applied Sciences, the Healthc are Centre Healthacross MED Gmünd, and consulting partners such as ösb Consulting.

The current position to these stakeholders is strong: leadership ("CEOs of our agency") push cross-border projects through fixed meetings, observers and partners have been included in all project events and workshops and are updated throughout the process, initial sustainability workshops have already introduced aims and processes. These relationships are tied to specific project activities (A.1.1, A.1.2, A.1.3, A.2.1, A.2.2, A.2.3, A.3.1, A.3.3), ensuring a clear operational link.

Exploitation activities combine project events (Town Hall, HACK-ITathon), internal meetings and workshops, and participation in other projects (e.g. DigiCare4CE), European health networks (e.g. EUREGHA), keynotes, and conferences. Core messages emphasise that providing healthcare and sustainability go hand in hand, and that implementing several small sustainability aspects can create significant positive outcomes – clinically, financially, and environmentally. Actionable next steps highlight close and honest communication and proactive participation in workshops, events, and meetings to spark interest among wider participants and stakeholders.

The envisioned future state is to make Healthacross MED Gmünd a sustainable healthcare centre and to create a replicable model for other facilities.

5.2.3.4. Strategic Exploitation Plan of Carinthia University of Applied Sciences (CUAS)

PP4/CUAS

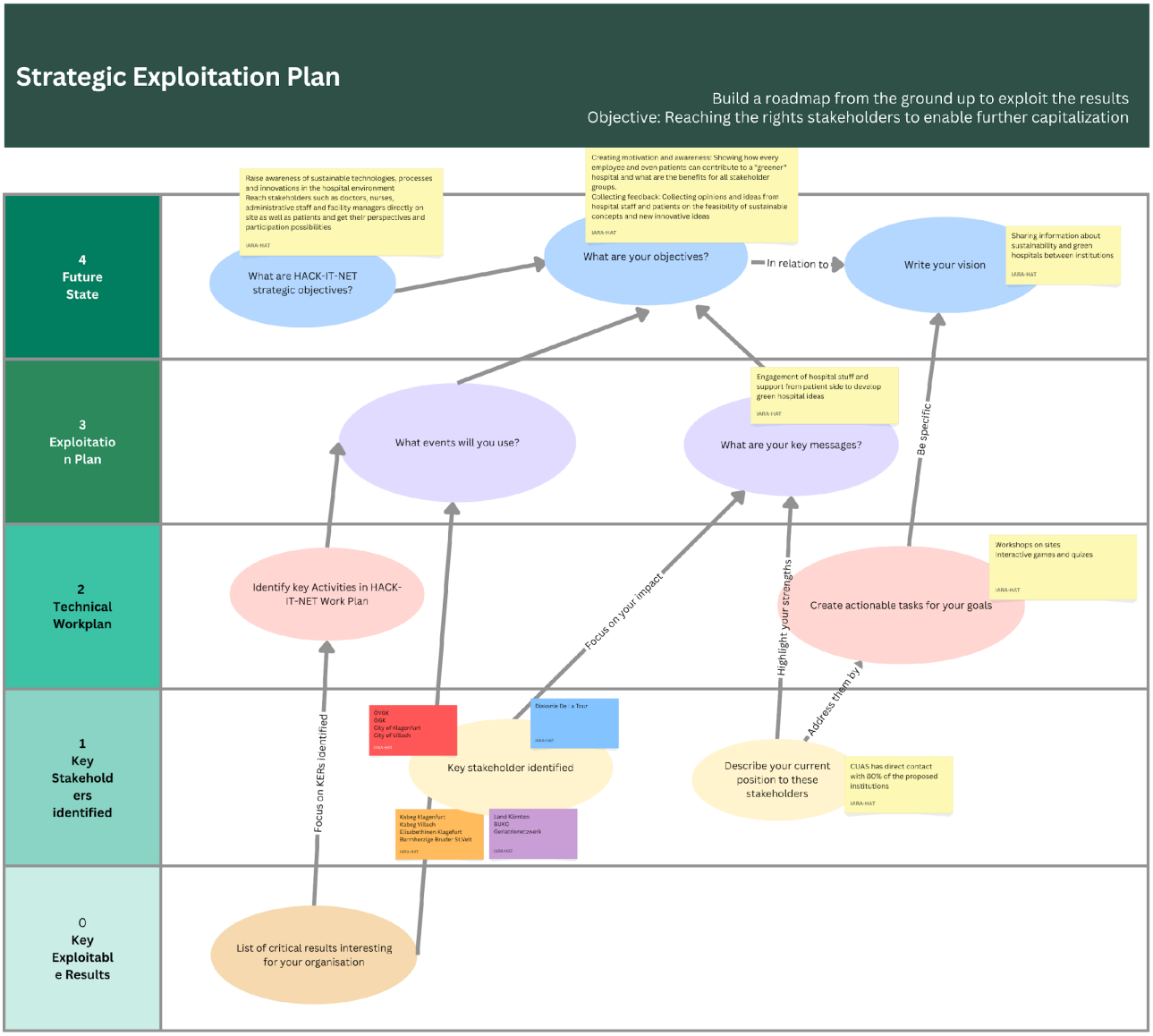

Figure 20: Strategic Exploitation Plan of Carinthia University of Applied Sciences (CUAS).

The Strategic Exploitation Plan of the Carinthia University of Applied Sciences (CUAS) focuses on raising awareness and fostering adoption of sustainable technologies and processes within hospital environments (see Figure 18). The objectives emphasise motivating all stakeholder groups – showing how every employee and even patients can contribute to a "greener" hospital – while systematically collecting feedback from staff and patients on the feasibility of sustainable concepts and new ideas. The vision is to share information about sustainability and green hospitals across institutions to build a common understanding and accelerate uptake.

Key stakeholders are explicitly identified and span care providers and public actors: ÖVGK, ÖGK, the City of Klagenfurt, the City of Villach, Diakonie de La Tour, Kabeg Klagenfurt, Kabeg Villach, Elisabethinen Klagenfurt, Barmherzige Brüder St. Veit, Land Kärnten, BUKO, and the Geriatrienetzwerk. CUAS notes a strong current position – direct contact with around 80% of the proposed institutions – providing a solid basis for engagement.

Workplan linkages connect stakeholder needs to HACK-IT-NET activities, ensuring the technical track supports awareness, feedback gathering, and pilot preparation. Exploitation activities include on-site workshops and interactive formats (games and quizzes) designed to engage hospital staff and invite patient perspectives. Core messages call for the active engagement of hospital staff and support from the patient side to develop and refine “green hospital” ideas.

In the intended future state, CUAS sees hospitals adopting practical sustainability measures informed by local feedback, with insights shared across institutions.

5.2.3.5. Strategic Exploitation Plan of University Medical Center of Maribor (UKCM)

PP5/UKCM

Strategic Exploitation Plan

Build a roadmap from the ground up to exploit the results
Objective: Reaching the rights stakeholders to enable further capitalization

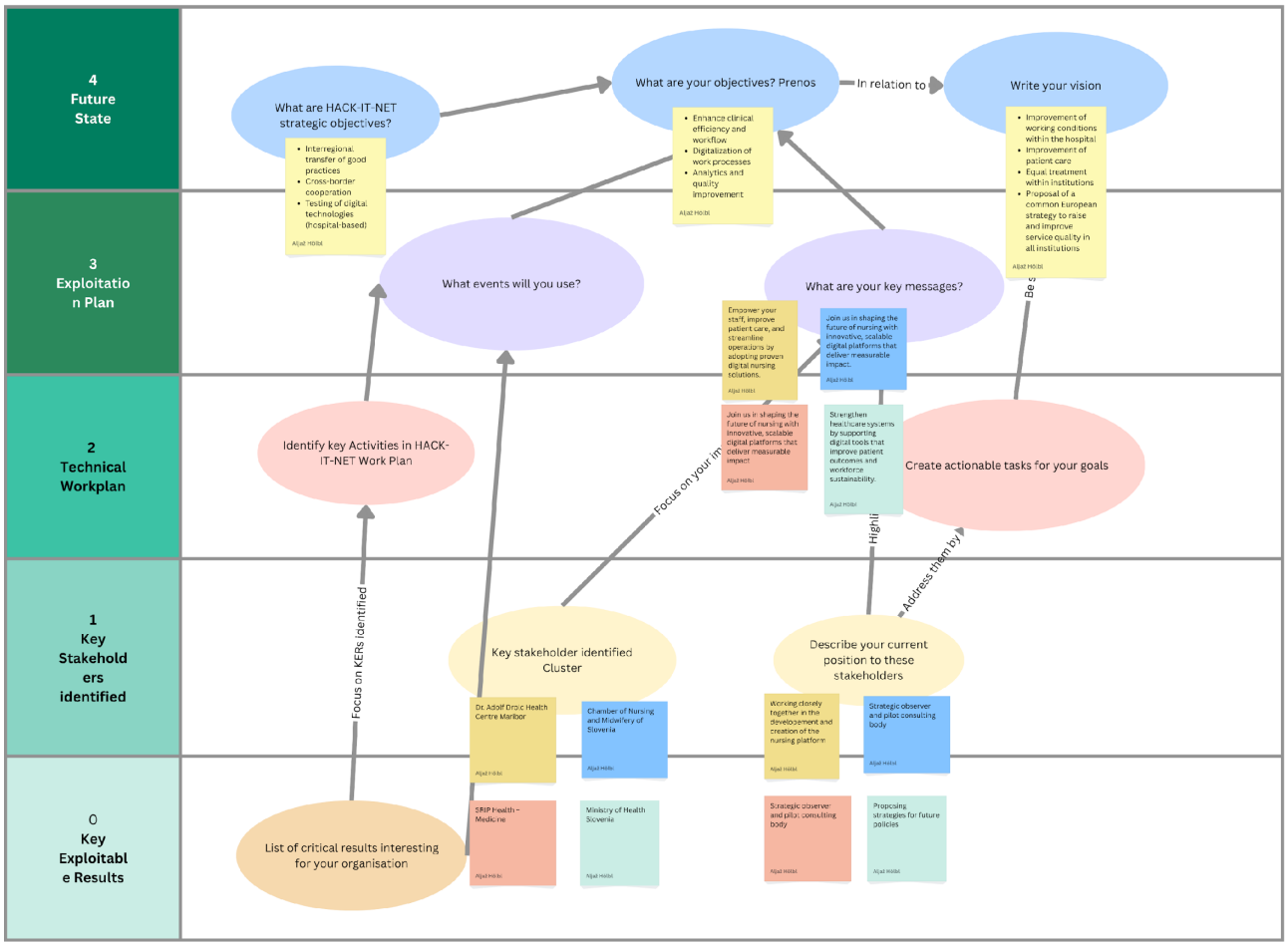

Figure 21: Strategic Exploitation Plan of University Medical Center of Maribor (UKCM).

The Strategic Exploitation Plan of University Medical Center of Maribor (UKCM) is oriented toward enhancing clinical efficiency, digitalising work processes, and improving patient care and workforce conditions (Figure 21). The exploitable results focus on hospital-based testing of digital technologies, interregional transfer of good practices, and cross-border cooperation. Four stakeholder groups are explicitly identified: Dr. Adolf Drolc Health Centre Maribor, the Chamber of Nursing and Midwifery of Slovenia, SRIP Health–Medicine, and the Ministry of Health Slovenia.

UKCM's current position to these stakeholders is mixed but active: working closely together on the development and creation of a nursing platform; acting as a strategic observer and pilot consulting body; and proposing strategies for future policies.

Workplan linkages feed directly into technical activities that surface needs and define root causes, then translate them into pilotable digital nursing solutions. Exploitation activities emphasise regular collaboration and platform co-development, supported by targeted events and communication that invite partners to adopt proven digital nursing tools. Key messages highlight empowerment of staff, measurable impact from scalable digital platforms, and the use of analytics and quality improvement to streamline operations.

The vision articulates concrete institutional outcomes: improved working conditions within hospitals, better patient care, equal treatment across institutions, and a proposal for a common European strategy to raise and improve service quality everywhere.

5.2.3.6. Strategic Exploitation Plan of Biovalley France (BVF)

PP6/BVF

Strategic Exploitation Plan

Build a roadmap from the ground up to exploit the results
Objective: Reaching the rights stakeholders to enable further capitalization

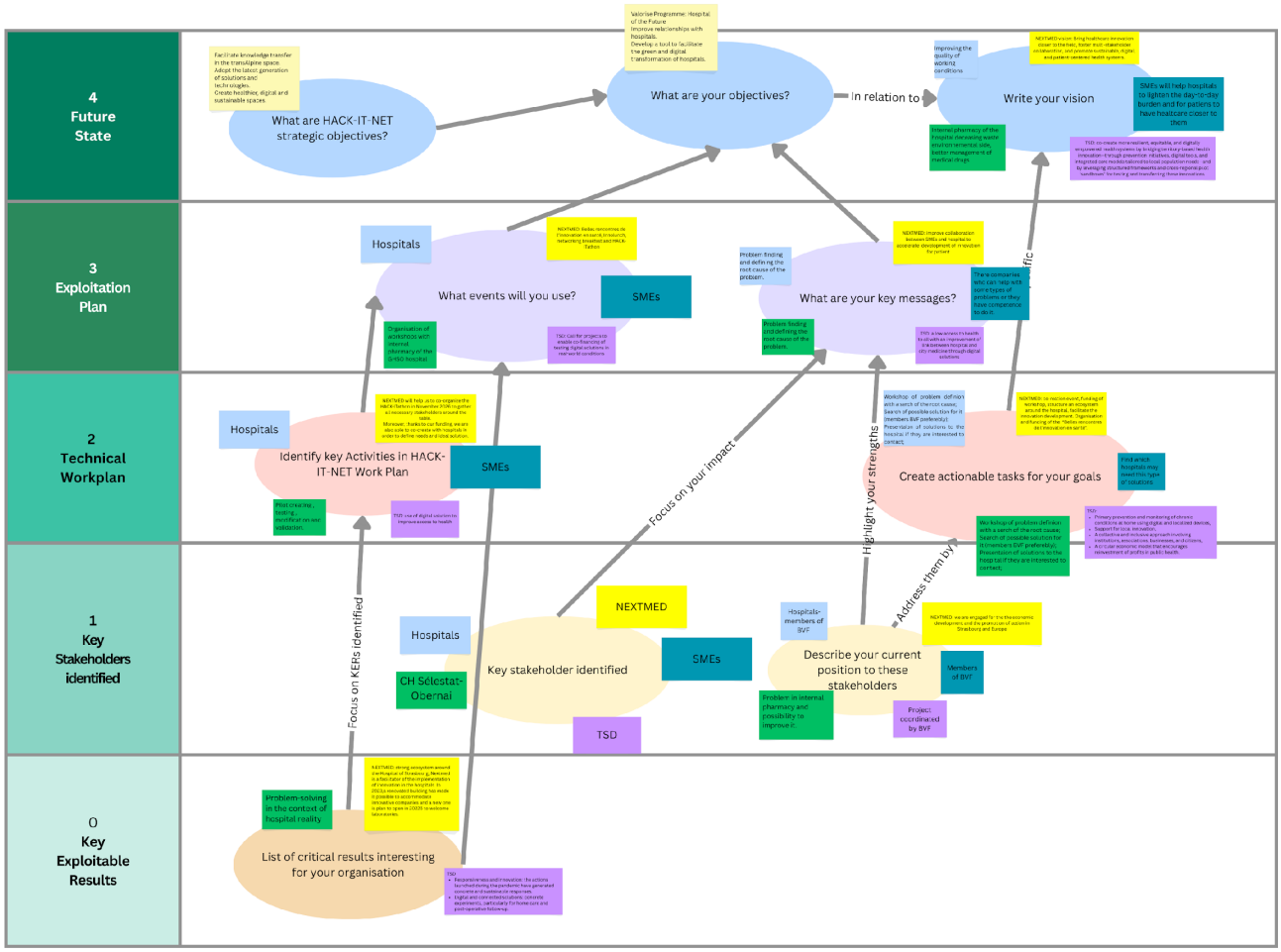

Figure 22: Strategic Exploitation Plan of BioValley France (BVF).

The Strategic Exploitation Plan of Biovalley France (BVF) targets demand-driven innovation along the hospital pathway by connecting concrete hospital problems with suitable SME solutions (see Figure 21).

The exploitable results center on problem-solving in real hospital contexts, supported by a strong regional ecosystem around Strasbourg/NEXTMED that enables innovation inside hospitals and welcomes new laboratories. Stakeholders are clearly defined: hospitals (including CH Sélestat–Obernai and other BVF member hospitals), SMEs/start-ups, the NEXTMED cluster, and Territoires de Santé

de Demain (TSD). NEXTMED improves SME-hospital collaboration to speed the development of innovations with patient benefit. TSD allows access to health for all, reduction of city-hospital inequalities through digital solutions, and an inclusive approach that reinvests public health profits locally. BVF coordinates the TSD project, maintains active relations with member hospitals, and collaborates with NEXTMED on economic development and action promotion in Strasbourg and Europe.

On the hospital side, BVF organises identification workshops to surface their needs with SME on the other side to help hospitals; TSD aims to improve the health of residents by offering them innovative solutions from local entrepreneurs, associations, and public authorities. Exploitation activities also include “Belles rencontres de l’innovation en santé,” InnoLunch, networking breakfasts, and the HACK-ITathon, which was co-organised with CreSXB to gather stakeholders and accelerate matching.

Key messages are deliberately practical: find and define problems and their root causes, then link them with companies that have the competence to help. Actionable tasks include need-finding workshops (with root-cause search), presentation of candidate solutions to hospitals that express interest, co-creation events with hospitals to facilitate innovation development, and targeted outreach to identify which hospitals may benefit from specific solutions.

The future state aligns with HACK-IT-NET’s strategic objectives: facilitate knowledge transfer in the transalpine area, adopt the latest solutions and technologies, and create healthier, more digital and sustainable care environments. Concretely, BVF’s vision is improved hospital relationships and working conditions; greener internal pharmacy operations with less waste and better medication management; SMEs that help lighten hospitals’ day-to-day burden; and patients who experience healthcare closer to them through resilient, equitable, and digitally empowered systems leveraging structured frameworks and cross-regional pilot “sandboxes.”

5.2.3.7. Strategic Exploitation Plan of BIOPRO Baden-Württemberg

PP7/BIOPRO

Strategic Exploitation Plan

Build a roadmap from the ground up to exploit the results
Objective: Reaching the rights stakeholders to enable further capitalization

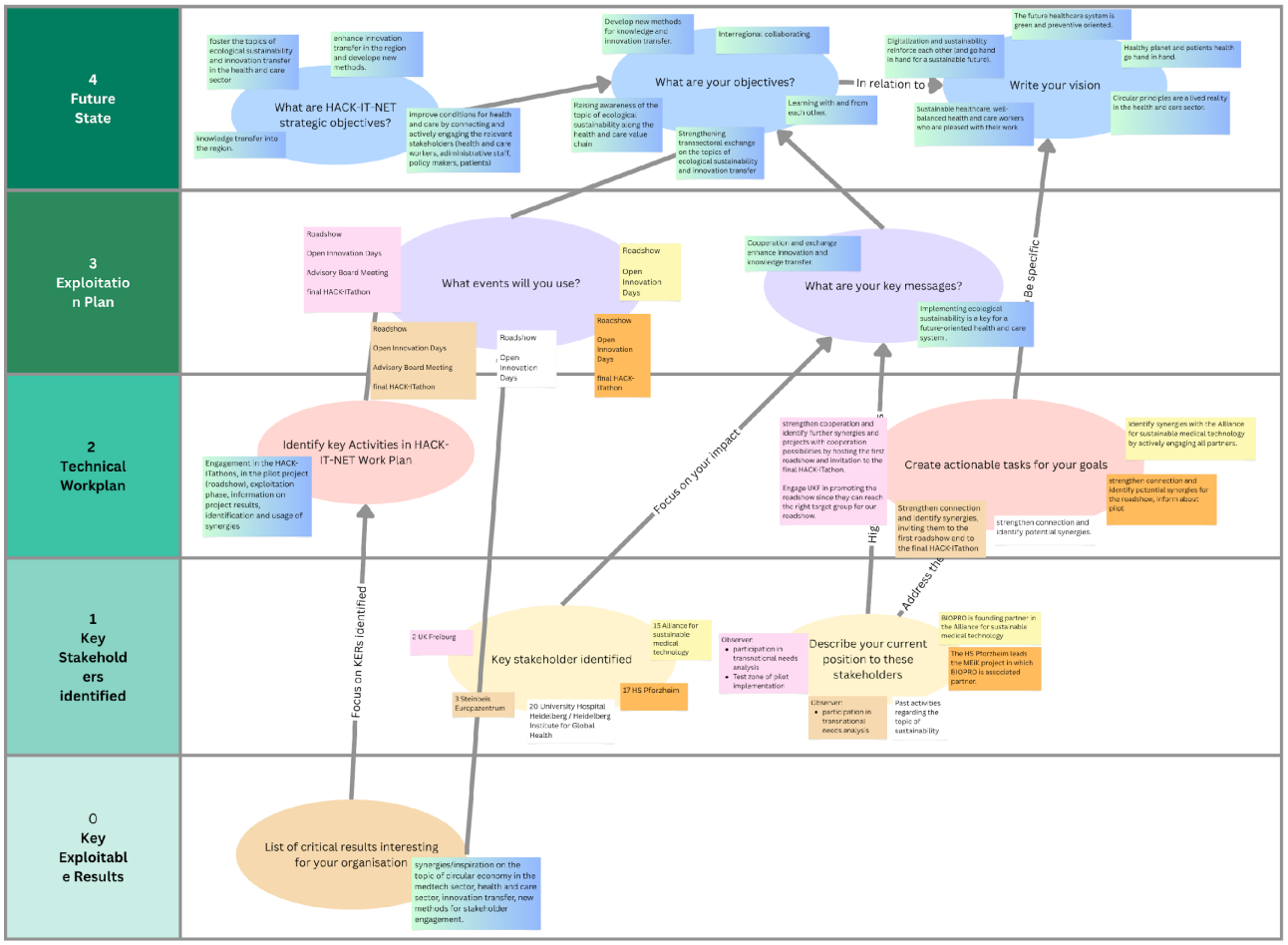

Figure 23: Strategic Exploitation Plan of BIOPRO Baden-Württemberg.

BIOPRO's Strategic Exploitation Plan focuses on sustainability and innovation transfer across the Health and Care sector (see Figure 22). The key exploitable results concentrate on synergies and inspiration around circular economy in medtech and health care, innovation transfer, and new methods for stakeholder engagement. Key stakeholders are explicitly named: University Hospital Freiburg (UKF), Steinbeis Europazentrum, University Hospital Heidelberg / Heidelberg Institute for Global Health, HS Pforzheim, and the Alliance for Sustainable Medical Technology.

BIOPRO's current position is strong: it is a founding partner of the Alliance for Sustainable Medical Technology and collaborates with HS Pforzheim as associated partner of the MeiKproject

(Medizinische Einmalgebrauchsprodukte in der Kreislaufwirtschaft, MEiK; engl. single-use medical products in the circular economy). Moreover, UKF supports BIOPRO´s as Pilot observer.

Workplan linkages point to engagement in HACK-ITathons, the pilot project of BIOPRO (a roadshow), the exploitation phase, and structured dissemination of project results, with an emphasis on identifying and using synergies. Exploitation activities revolve around the pilot project of BIOPRO, Open Innovation Days, Advisory Board meetings, and the final HACK-ITathon. Key messages emphazise that cooperation and exchange enhance innovation and knowledge transfer, and that implementing ecological sustainability is a key lever for a future-oriented Health and Care system.

Actionable tasks are clearly formulated: strengthen cooperation and actively engage partners to identify synergies and joint projects (including hosting the first roadshow and inviting partners to the final HACK-ITathon), engage UKF to promote the roadshow to the target groups, and systematically identify synergies with the Alliance for Sustainable Medical Technology by involving all partners.

The envisioned future state aligns with HACK-IT-NET's strategic objectives: foster sustainability and innovation transfer, enhance knowledge transfer into the region, and improve conditions for Health and Care by engaging relevant stakeholders across the value chain (Health and Care workers, administrative staff, policy makers, patients). The vision is a sustainable healthcare system where digitalisation and sustainability reinforce one another, circular principles are a lived reality, health workers are satisfied, and a healthy planet and patient health go hand in hand.

5.2.3.8. Strategic Exploitation Plan of Bayern Innovativ (BI)

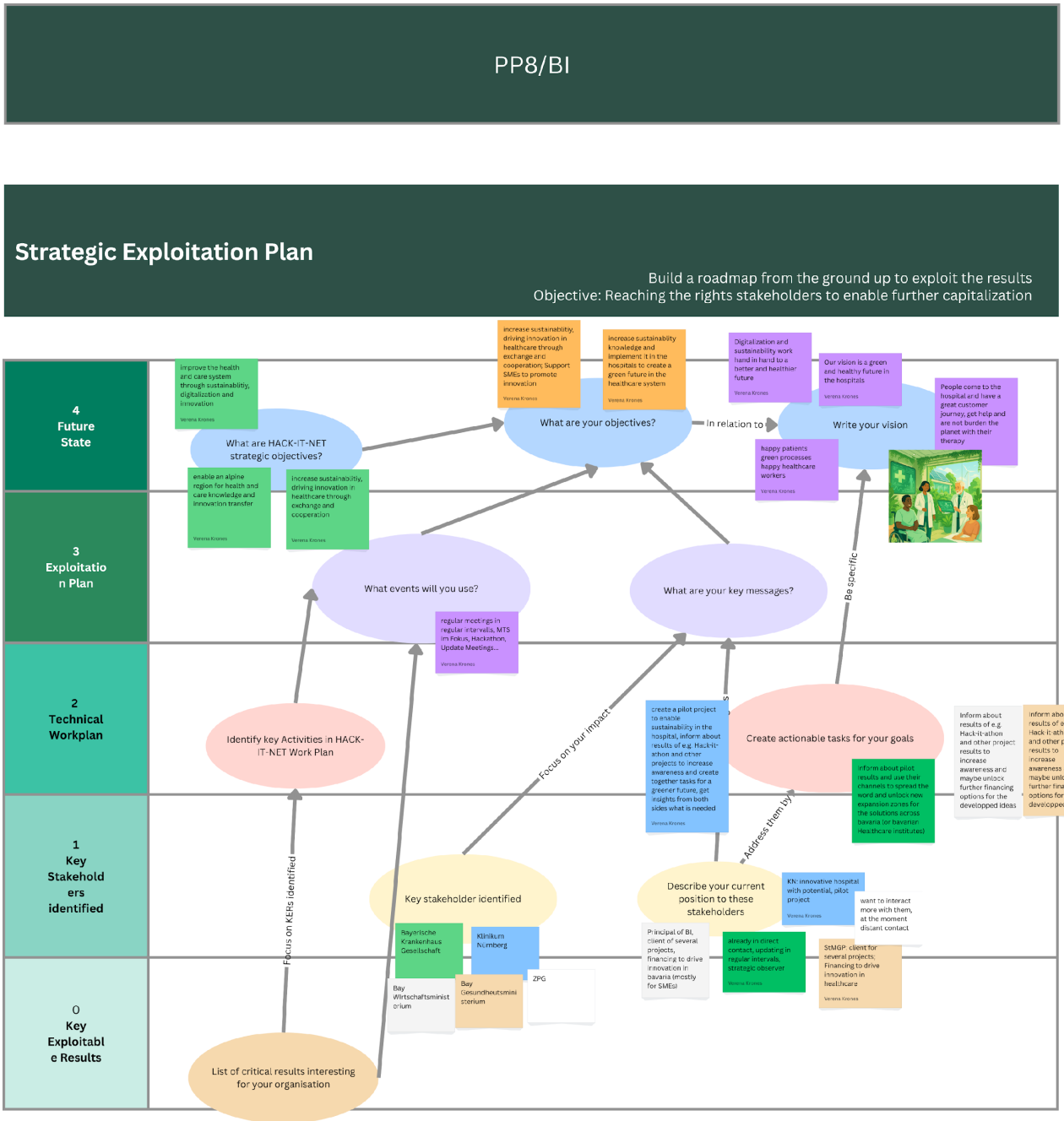

Figure 24: Strategic Exploitation Plan of Bayern Innovativ (BI).

The Strategic Exploitation Plan of Bayern Innovativ (BI) foregrounds sustainability, digitalisation, and innovation as levers to improve the Health and Care system (see Figure 23). The objectives specify increasing sustainability knowledge and implementation in hospitals to create a "green future" in healthcare, and driving innovation through exchange and cooperation – especially by supporting SMEs to develop innovative and relevant solutions to pre-identified H&C challenges. The vision articulates a green and healthy future in hospitals where sustainability and digitalisation go hand in hand, health workers are satisfied with workload and work environment, processes are green, and patients experience a good patient journey without jeopardising the planet resources.

Key stakeholders are clearly identified: Bayerische Krankenhausgesellschaft (BKG), Klinikum Nürnberg (KN), the Bavarian Ministry for Economic Affairs, the Bavarian Ministry of Health (StMGPP), and ZPG. BI's current position to these stakeholders is documented: BI acts as principal/client across several projects with financing to drive innovation in Bavaria (mostly for SMEs); with BKG there is direct contact and regular updates in a strategic observer role; KN is noted as an innovative hospital with pilot potential; StMGP is a client for several projects and a financing body in healthcare innovation.

The plan ties into the HACK-IT-NET Work Plan and defines concrete exploitation activities: regular meetings in defined intervals, "MTS im Fokus," hackathons, and update meetings. Actionable next tasks include creating a pilot project to enable sustainability in the hospital, informing about hackathon and other project results to increase awareness, and jointly setting tasks for a greener future while gathering insights from both hospital and SME perspectives. A complementary task is to inform stakeholders about pilot outcomes and use their channels to disseminate the results, unlocking expansion zones for solutions across Bavaria (or Bavarian healthcare institutes), and potentially opening further financing options for developed ideas.

The intended future state aligns with the project's strategic goals: enabling an Alpine region for Health and Care knowledge and innovation transfer; improving the system through sustainability, digitalisation, and innovation; and operationalising pilots that build momentum for broader adoption.

5.2.3.9. Strategic Exploitation Plan of Lucerne University of Applied Sciences (HSLU)

PP9/HSLU

Strategic Exploitation Plan

Build a roadmap from the ground up to exploit the results
Objective: Reaching the rights stakeholders to enable further capitalization

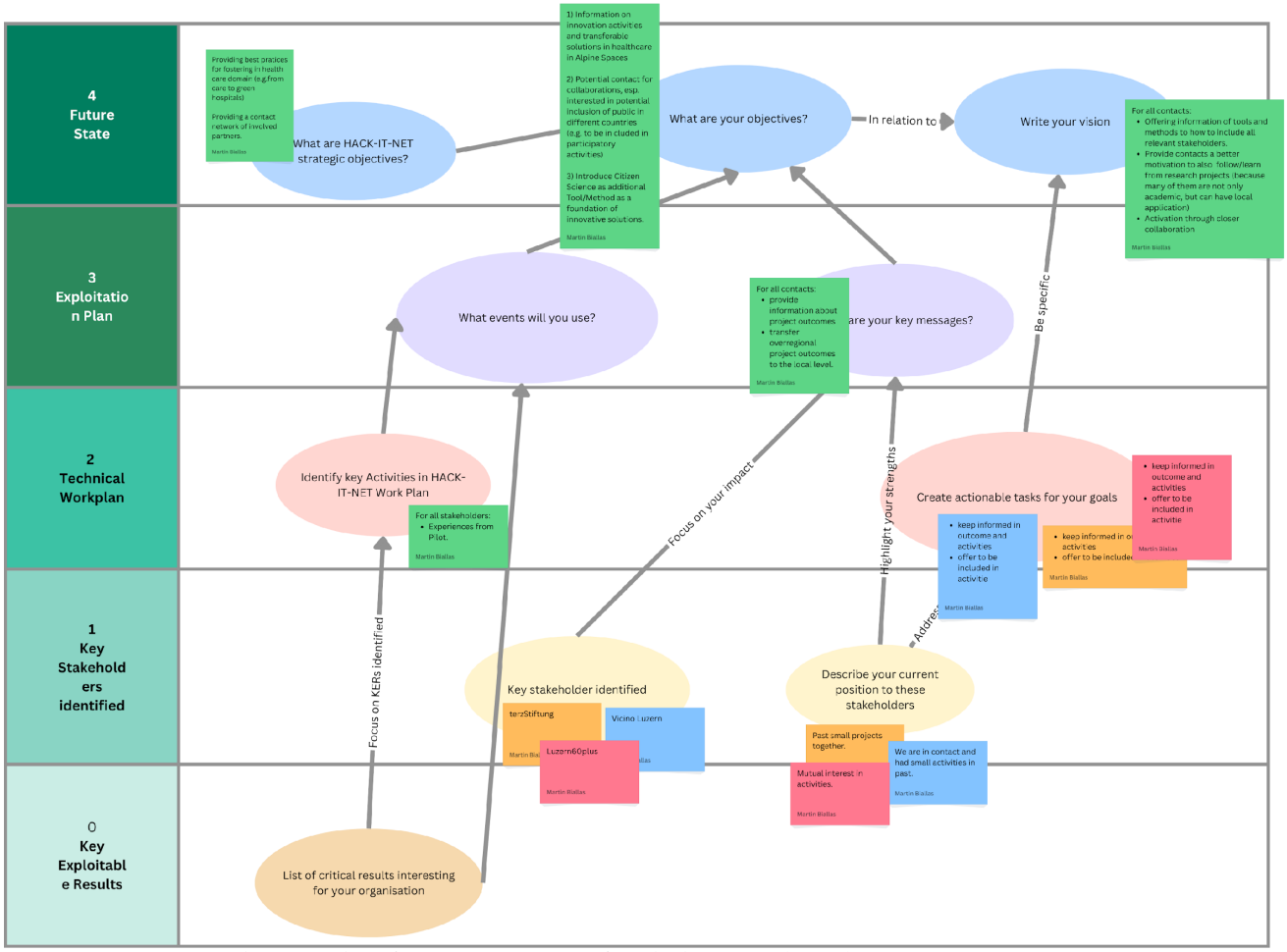

Figure 25: Strategic Exploitation Plan of Lucerne University of Applied Sciences (HSLU).

The Strategic Exploitation Plan of Lucerne University of Applied Sciences (HSLU) centers on citizen engagement and local service interfaces, aiming to translate overregional project outcomes into tangible local benefits (see Figure 24). The key exploitable results highlight providing best practices for fostering innovation in the healthcare domain (for example, from care to green hospitals) and building a contact network of involved partners that can activate collaboration at the neighborhood level.

The objectives are threefold: share information on innovation activities and transferable solutions in Alpine Spaces; create potential contacts for collaborations with particular interest in public inclusion across countries (i.e., participation activities); and introduce Citizen Science as an additional tool/method that can underpin innovative solutions. The vision for "all contacts" is practical and inclusive: offer information on tools and methods for including all relevant stakeholders; motivate partners to follow and learn from research projects (many not only academic, but with local application); and activate communities through closer collaboration.

Stakeholders are explicitly identified and locally anchored: terzStiftung, Vicino Luzern, and Luzern60plus. HSLU's current position is positive – past small projects together, mutual interest in activities, and ongoing contact with small shared activities – giving the plan a running start. Across stakeholders, workplan linkages emphasise sharing pilot experiences and ensuring that learnings are communicated back into local contexts.

Exploitation activities focus on keeping stakeholders informed about outcomes and activities and offering to be included in upcoming actions. Key messages stress providing information about project outcomes and transferring overregional results to the local level. In the intended future state, HSLU leverages citizen-science approaches and cross-partner collaboration to create inclusive, citizen-centric innovation: local actors are better connected, methods for participatory inclusion are widely understood, and insights from Alpine Space research are activated in concrete, community-level initiatives.

5.2.3.10. Conclusion

In the third workshop, partners translated HACK-IT-NET's strategic goals into actionable, stakeholder–centered exploitation roadmaps. Using the five levels (Key Exploitable Results, Stakeholders, Technical Workplan links, Exploitation activities, Future State), each partner prioritised its key stakeholders, mapped relevant workplan tasks, defined tailored messages and event formats (meetings, workshops, hackathons, roadshows, advisory boards), and articulated a realistic vision of impact.

There were similarities across all plans: 1) practical implementation through pilots and structured knowledge transfer, 2) strengthening regional networks while fostering interregional exchange, 3) focusing on sustainability, digitalisation, and workforce conditions, and 4) repeatable engagement formats with clear responsibilities. The plans also reflect local starting points – existing contacts, observer or cooperation roles – and specify immediate next steps such as needs workshops, matchmaking between hospitals and SMEs, and targeted communication to priority target groups.
As a direct outcome, all partners now have actionable exploitation pathways that visibly connect stakeholders, activities, and messages.

5.2.4. Uptake Community definition (Workshop 4)

The definition of stakeholder groups involved in the capitalisation of project results was structured into two main phases: the **conceptualisation of "Uptake Community"** and the **mapping of relevant actors**.

As a key step to define the enablers for the project's upscale, project partners were engaged in a dialogical workshop aimed at building a shared understanding of "Uptake Communities". This activity provided a guiding framework for identifying strategic organisations required to transfer and adapt successful pilot solutions into new settings (i.e. regional Uptake Communities) and for selecting other networks for the transnational scaling of overall project outcomes (i.e. transnational Uptake Communities).

Consequently, the process resulted in the identification of **nine regional Uptake Communities** (one per partner) and **three transnational Uptake Communities** linked to the three project's APPROACHES: CAREavan , STEMlab , and PolicyParley.

Methodology

With the aim to engage project partners in the conceptualisation of "Uptake Community", during the consortium meeting in Genoa on July 1st, 2025, PP2/PAT facilitated a **workshop session using dialogic approach**, capitalising on the skills acquired by PAT in the European project Dialogical-work, funded under the Erasmus+ Programme.

Dialogic approach is based on a multiperspectival exchange and can be defined as a method for approaching complex situations in an open and collaborative manner, where dialogue allows differing perspectives to be explored sequentially until a shared, novel understanding emerges among participants.[1].

During the dialogical session, the participants formed two groups, one sitting in an inner circle and the other in an outer circle. A fishbowl arrangement was used to facilitate the exchange, with groups alternating between the inner circle, engaging in a guided discussion, and the outer circle, listening. Key points were annotated on a flipchart to visually organise and fix contributions on an Is/Is not matrix. By offering a collaborative space to elicit participants' understanding of "what is" and "what is not", the dialogical session helped establishing a common ground on the concept of Uptake Community.

[1] Rottaris, F., Farina, R. (2024). *Dialogical-work: Our journey into dialogical approach* (Project result 5). Erasmus+ KA220-VET. https://assr.regione.emilia-romagna.it/attivita-internazionali/dialogical-work/en.

Figure 26: Pictures from dialogical workshop in Genoa.

Drawing from this concept, each project partner mapped one organisation acting as recipient of the innovative solutions developed in its specific pilot action using a shared Excel table. While remaining distinct concepts, Uptake Communities identified in this step were expected to overlap with Expansion Zones (sites for the transfer of pilot results) defined in the Pilot Plan Report (D2.1.2). To streamline the process and ensure consistency, partners' Expansion Zones were used as a blueprint for this task.

Moreover, the Excel table gathered partners' suggestions for identifying one transnational project or network within each APPROACH for the upscaling of the project's overall results and the development of potential flagship initiatives. Partners then collaborated in breakout groups based on their respective APPROACH to select one transnational Uptake Community among the proposed options.

Outcome

Thanks to the dialogical workshop, partners developed a project-specific concept of "Uptake Community" defined as a **stakeholder**, or group of stakeholders, including users, healthcare professionals, workers'/sector organisations, service providers, public authorities and networks, **willing to adopt the innovative solutions resulting from the project's activities**.

Uptake Communities were described as:

concerned with the field of the innovation being transferred;
motivated to adopt the innovation, based on its demonstrated impact;
directly affected by the innovation, although not necessarily benefiting from it;

playing an active role in disseminating the project's outcomes.

This conceptualisation represents just a guiding framework that can be adapted to fit different territorial and organisational contexts.

In the second phase, partners identified a total number of nine organisations acting as regional Uptake Communities:

Table 2: Overview of Expansion Zones and regional Uptake Communities.

Partner	Expansion Zone	Regional Uptake Community	Type of organisation
LP1/ProMIS	Veneto Region + other Italian regions via ProMIS network	Regione del Veneto - Directorate of Health	Regional public authority
PP2/PAT	TrentinoSalute4.0 (which supports the delivering of digital health solutions in the whole province of Trento)	TrentinoSalute4.0	Competence centre for digital health
PP3/NO LGA	Nursing and Care Center Amstetten	Nursing and Care Center St. Pölten	Nursing and care centre
PP4/CUAS	Barmherzige Brüder Hospitals Austria - Elisabethinen hospital	Barmherzige Brüder Hospitals Austria - Elisabethinen hospital	Hospital
PP57UKCM	ZD Maribor/Maribor Community Health Centre	ZD Maribor/Maribor Community Health Centre	Primary care centre
PP6/BVF	CHR Metz-Thionville	CHR Metz-Thionville	Hospital
PP7/BIOPRO	Klinikum Stuttgart	Klinikum Stuttgart	Hospital
PP8/BI	Universitätsklinikum Erlangen or Sozialstiftung Bamberg	Universitätsklinikum Erlangen or Sozialstiftung Bamberg	Hospital
PP9/HSLU	Central Switzerland (relevant to cantons/ citizens/stakeholders in Luzern, Uri, Schwyz, Obwalden, Nidwalden, Zug), open to Swissgerman-speaking part of Switzerland in general.	Innovation Park Central Switzerland as innovation hub for central Switzerland, and its Swiss networks of innovation hubs.	Association type of network aiming to foster local innovation.

Three European projects or networks have been selected as transnational Uptake Communities:

- **CAREavan**: **HCWH - Healthcare without Harm Europe** (international non-profit association representing a network of healthcare facilities and professionals committed to sustainable care in Europe);
- **STEMlab**: **HosmartAI - Hospital Smart development based on AI** (European project focused on the use of robotics, artificial intelligence in healthcare and smart hospital environments, with a strong emphasis on innovation, digital skills and interdisciplinary collaboration);
- **PolicyParley**: **EUREGHA** (reference network for European Regional and Local Health Authorities).

5.3. Governance and cooperation model establishment

5.3.1. Structure (Letter of Commitments)

To establish a structured and transparent cooperation model within the HACK-IT-NET network, five project partners formalised their collaboration with relevant external stakeholders through Letters of Commitment (LoCs). The LoCs serve as official instruments to make project partnerships visible and to confirm mutual interest in knowledge transfer and the joint exploration of innovative Health and Care solutions across the Alpine region.

Each project partner received a common template developed by BIOPRO and PAT and validated by the consortium to ensure consistency of content and objectives. The document outlines the project's overarching mission, the scope of the respective pilot action, and the expected contribution of the signatory stakeholder – either as an Observer, providing feedback and expertise, or as an Uptake Community, exploring the integration and scalability of project results within its own framework.

Through this process, each project partner identified and approached suitable stakeholders in their regional ecosystem. The LoCs were then customised by each PP with local pilot information and sent out for signature to the selected Observers and Uptake Communities. Once signed, the documents were collected by the respective project partner and shared within the consortium as formal evidence of commitment.

This structured approach ensured the creation of a network-wide cooperation framework that connects project partners, external observers and uptake actors through a shared understanding of roles and responsibilities.

The signed LoCs are attached in the Annex.

5.3.2. The Network Operating Model in action - HACK-ITathons

To support transnational outreach, uptake of project results, as well as engagement within the HACK-IT-NET network, ten HACK-ITathons were organised throughout the project. Nine were implemented by individual project partners at local or regional level, to establish and test cooperation models within their respective ecosystems. One transnational HACK-ITathon was held to develop transnational solutions addressing Health and Care challenges in the Alpine Space based on results from the transnational needs analysis, the pilots of the project partners, as well as regional HACK-ITathons.

5.3.2.1. Common Framework and Methodological Basis

The HACK-ITathon format provided a flexible methodological template inspired by design thinking and human-centred co-creation. The concept served as a guiding framework, encouraging the project partners to adapt the approach to their regional contexts and stakeholder needs while maintaining a common philosophy of openness, collaboration, and user-driven innovation.

All HACK-ITathons followed a similar structure:

1. Introduction to the HACK-IT-NET project and presentation of regional challenges,
2. Formation of interdisciplinary teams based on participants' interests,
3. Creative and collaborative ideation processes using tools such as brainstorming, stakeholder mapping, the Now-Wow-How matrix or dialogical discussion formats,
4. Final presentations or pitches before a jury or stakeholder panel.

This approach combined structure with freedom, enabling participants to co-design solutions for real challenges in a highly engaging and participative manner. It proved adaptable to a variety of formats and audiences – from students and entrepreneurs to healthcare professionals and policymakers.

The overall objective is to address 300 participants through the 10 HACK-ITathon. A guideline of 30 participants per HACK-ITathon was given to each Project Partner.

5.3.2.2. Overview of Local HACK-ITathons

The following table summarises the local HACK-ITathons implemented by the project partners. It illustrates how the shared conceptual framework enabled each region to design its own participatory innovation process according to local priorities, stakeholder landscapes and institutional settings. The table also provides an overview of the types of organisations involved, reflecting the diverse ecosystems mobilised through the HACK-IT-NET approach.

Table 3: Overview of local HACK-ITathons and involved stakeholders

Partner	Title and Focus	Key Methods and Activities	Main Outputs / Results	Types of Institutions Involved	No. Of Participants
ProMIS	*ProMIS HACK-IT-athon – Policy-Parley Sprint on Digital Skills Governance & Adoption*	A mixed methodology, including: • Appreciative Inquiry (light) • Open Space Technology • Fishbone Diagram • SWOT Analysis • Round Robin Brainstorming	Co-designed a system-level "Digital Skills Adoption Pathway" for healthcare organisations, including a governance alignment model (roles, ownership and decision points) to	Regional Public Authority Higher Education and research organisation SME Hospitals and Medical Centers Patients' organisations	30

		• Action Planning Workshop • Community Score Cards (adapted)	reduce fragmentation across authorities and departments; defined a baseline "Readiness Package" with minimum organisational prerequisites to enable implementation and replication; drafted a KPI shortlist and monitoring logic linking digital skills investments to measurable adoption and service-efficiency outcomes.		
PAT (Italy)	*Innovation as a Tool to Tackle Challenges of Health & Care Systems in the Alpine Space*	Dialogical Co-Creation methods including Fishbowl dialogues and Good Future Dialogues	Joint identification of a local key challenge and two solution paths: (1) creation of a local service ecosystem, (2) establishment of community mediation desks for prevention and engagement.	Regional and local public authorities, healthcare institutions, social care providers, NGOs, and community organisations.	12
NÖ LGA (Austria)	*NÖ LGA HACK-I-Tathon*	Interactive innovation workshop combining brainstorming sessions, fishbowl discussions and vision-building group work to develop ideas for a future-proof and climate-neutral Health Agency headquarters by 2050.	Co-Created concepts for organisational and ecological sustainability: embedded sustainability in onboarding and training for staff across 27 hospitals and 50 nursing homes; new intranet section on sustainability com-	Regional and local public authorities, higher education and research organisations, and health institutions.	18

			munication; approved measures for advanced waste management, green mobility and energy efficiency.		
CUAS (Austria)	*Urban Tech Hunt*	Field-based challenge for interdisciplinary student teams exploring tech hubs; research, teamwork, creative final presentations	Enhanced understanding of innovation hubs and sustainability in healthcare technology; foundations for integrating Hack-IT-NET approaches into academic curricula.	Higher education institutions, students, and regional technology companies.	48
UKCM	Empowering Nurses Through Digital Health Innovation	National hackathon format with facilitated problem-mapping, brainstorming and prototyping sessions; integration of real pilot examples (digital wound healing project) to ground ideas in clinical practice.	Co-Created digital solutions for nursing practice: (1) standardised digital documentation templates, (2) AI-assisted clinical decision-support system, (3) communication platform for interdisciplinary cooperation; strengthened nurse engagement in innovation processes.	Hospitals and medical centres, national professional body, higher education and research organisations, and international organisation.	31
BVF (France)	*Emergency Room – Patient Journey through the HUS Emergency Department*	Co-Creation workshops with hospital staff, patients and administrators; expert talks by OROT (Montréal) and HEC Montréal; team ideation and pitching	Four solutions addressing emergency care: (1) AI-enabled digital triage system, (2) Para-Emergency lane model, (3) Health GPS with long-term education concept, (4) Med-Connect Pro for real-time capacity management.	Hospitals and medical centres, higher education institutions, international organisations, enterprises, and general public representatives.	50

BIOPRO (Germany)	*SHAPE the Future of Healthcare*	Design Thinking, stakeholder interviews, Charette method, multiple brainstorming Formats, Now-Wow-How matrix, pitch training and jury evaluation	Solutions for sustainable and digital healthcare: (1) digital assistant for caregiving, (2) autonomous robot for sterile material handling, (3) personalised health app, (4) accessible health literacy tool.	healthcare organisations, training centres, and general public.	19
Bayern Innovativ (Germany)	Healthcare Hackathon Bavaria: Munich	2.5-day co-creation event with brainstorming, persona methods and AI-based prototyping; mentoring and jury evaluation	Ten interdisciplinary teams co-developed nine digital health solutions including (1) Commit-ment Issues (AI-document assistant), (2) AMIGO (cross-hospital ecosystem), and (3) Medtelligence (AI dashboard for clinicians).	Universities, large enterprises, SMEs, hospitals, business support organisations and sectoral agencies.	121
HSLU (Switzerland)	The Digital Acceptance & Inequality Toolkit for Municipalities	Four-phase innovation process (Discover – Define – Develop – Deliver); AI-supported co-creation with Replit and Gather Town to connect on-site and remote participants	Two prototype concepts: (1) Autonomy Tool for assessing digital inclusion in municipal workplaces; (2) DigiCoach App for personalised health coaching of older workers.	Higher education and research organisations from Switzerland, Turkey, Romania, Norway and Albania (social science and governance experts).	10

			Demonstrated AI-assisted co-creation for inclusive digital health innovation.		
Total: 339 participants					

In the following sections the regional HACK-ITathons of each of the Project Partners listed in Table 3 are described in detail.

5.3.2.3. ProMIS

Overview and Methodology

The ProMIS HACK-ITathon was delivered as a two-day hybrid PolicyParley sprint (29–30 September 2025, Mestre – Venice) focused on supporting system-level adoption and scaling of digital skills programmes in healthcare. The event was designed to engage regional and local healthcare ecosystems in structured dialogue and co-creation, with the purpose of moving from fragmented initiatives toward an actionable and transferable adoption model. A mixed methodology was applied, combining collaborative and analytical tools from the HACK-IT-NET framework. Activities included guided stakeholder engagement and co-design sessions (e.g., Appreciative Inquiry and Open Space Technology) to surface enabling conditions and prioritise governance bottlenecks, supported by root-cause and consolidation tools (Fishbone Diagram and SWOT Analysis). Day 2 shifted to solution design and validation through Round Robin Brainstorming, an Action Planning Workshop, and an adapted Community Score Cards approach to assess feasibility, readiness requirements, and monitoring criteria.

Challenges Addressed

Participants worked on system-level challenges that typically limit the effective implementation of digital skills programmes across Regions and healthcare organisations. First, they addressed fragmented governance and unclear decision-making, particularly the misalignment between Regional Health Authorities, Local Health Authorities, ICT units, HR and training departments, and clinical governance structures. Second, they explored the lack of a structured pathway to integrate digital skills initiatives into routine policies, mandatory training plans, and service delivery processes, which undermines sustainability and scale-up. Third, they tackled the absence of a shared set of minimum organisational prerequisites and KPIs capable of linking training investments to measurable adoption progress and operational improvements (e.g., readiness and workflow integration).

Main Outcomes and Reflections

The HACK-ITathon generated interesting insights and point of views. The main result was the co-design of a draft Digital Skills Adoption Pathway, structured as a step-by-step governance and implementation logic to support uptake in real organisational settings. This was complemented by a governance alignment model, clarifying roles, ownership, and decision points across departments and levels, and by a preliminary Readiness Package outlining minimum organisational requirements

to enable feasible implementation and replication. In addition, participants proposed a first KPI shortlist and monitoring logic to support accountability and evidence-based scaling. Overall, reflections highlighted that governance alignment is a prerequisite for adoption and that repeatable pathways and shared indicators are essential to prevent digital skills initiatives from remaining isolated pilots. The results are directly usable to inform piloting actions in a Test Zone and to support replication across Regions through iterative PolicyParley cycles.

Stakeholders Involved

The ProMIS HACK-ITathon engaged a diverse set of stakeholders representing both governance and operational levels within the healthcare ecosystem. Participation included a strong involvement of Local Public Authorities (16 participants), complemented by Regional Public Authorities (1) and National Public Authorities (1), ensuring alignment with policy, coordination, and decision-making mechanisms relevant for scaling digital skills programmes. The event also involved Higher Education and Research Organisations (3) and SMEs (3), contributing methodological expertise and implementation-oriented perspectives on feasible innovation uptake. Hospitals and Medical Centers (2) ensured that discussions reflected real clinical workflows and organisational readiness constraints, while the presence of Patients' Organisations (2) strengthened the focus on acceptability, accessibility and user-centred value. Finally, participation from the General Public (2) supported broader societal perspectives on digital transformation in healthcare.

5.3.2.4. Provincia Autonoma di Trento (PAT) HACK-ITathon – "Innovation as a Tool to Tackle Challenges of Health & Care Systems in the Alpine Space"

Overview and Methodology

PAT's HACK-ITathon, held on 20 October 2025 in cooperation with the C.O.P.E. project's training programme to maximise stakeholder outreach, focused on how innovation can address structural challenges in Health and Care systems. Conducted in hybrid format, the event engaged link workers (social care professionals acting as community connectors) from the Sole Valley pilot area.
Using dialogical methods rather than competitive teamwork, the process included three facilitated formats:

1. Warm-up dialogues to identify expectations and shared values,
2. Fishbowl dialogues for collective challenge definition, and
3. Good Future Dialogues to co-create forward-looking actions from a desired future perspective.

This approach matched the region's social innovation ethos, emphasising conversation, collaboration and sustained commitment.

Table 4 gives an overview on the Agenda of the HACK-ITathon of PAT.

Table 4: Agenda of the HACK-ITathon of PAT.

Time	**Programme Element / Activity**
10:00 – 10:15	Welcome & Warm-Up Dialogues

10:15 – 10:30	Introduction to Workshop Activities
10:30 – 11:30	Fishbowl Dialogues
11:30 – 12:30	Co-Creation Session (Good Future Dialogues)
12:30 – 12:50	Presentation of Solutions
12:50 – 13:00	Closing & Next Steps

Challenges Addressed

The guiding question was how to instil a cultural change towards prevention and community engagement in the region's health system. Participants recognised fragmentation between social services and medical care as a key barrier to sustainable well-being programmes. They analysed why existing initiatives remain isolated and explored approaches to connect them through formalised collaboration frameworks. In turn, the HACK-IThathon served to test dialogical methods for collective problem definition and consensus building. The resulting solutions focused on anchoring innovation not as a project activity but as a governance practice within local institutions.

Main Outcomes and Reflections

Participants collectively identified the key local challenge as the difficulty of fostering active cultural change in health prevention and promotion. Two complementary solution pathways were co-designed:

Activation of a service ecosystem – mapping local actors, linking initiatives, and establishing a collaboration roadmap.

Creation of community desks and mediators – accessible local contact points to support citizens and connect them with services.

The event demonstrated that dialogical co-creation can successfully translate the HACK-IThathon concept into a participatory, context-sensitive process suited for social and preventive care systems.

Stakeholders Involved

A total of 12 participants took part. The workshop involved healthcare and social-care professionals, regional authorities, and non-profit organisations, forming a cross-sector group of local practitioners and policy actors.

Table 5: Participants of the HACK-IThathon of PAT.

Stakeholder Category	**Number of participants**
Regional and local public authorities	2
Healthcare institutions	2

Other (Social care and non-profit organisations)	8
Total	**12 participants**

Participants are also part of the pilot zone's ongoing stakeholder group and continue to be involved in follow-up activities.

5.3.2.5. Health Agency of Lower Austria (NÖ LGA) HACK-ITathon

Overview and Methodology

The NÖ LGA HACK-ITathon was held on 15 December 2025 in St. Pölten as a large-scale, interactive innovation workshop within the framework of the HACK-IT-NET project. The event focused on envisioning a climate-neutral and resilient headquarters for the Health Agency of Lower Austria by 2050. It brought together 18 participants from different sectors to co-create solutions for sustainability, resource efficiency and future-proof employee engagement.

Applied methods included Brainstorming Sessions, Fishbowl Discussions, and Vision-Building and Action-Planning Workshops, conducted in six breakout groups. A member of the agency's Board attended the final solution presentations and endorsed several proposals for immediate implementation.

Table 6 gives an overview on the Agenda of the HACK-ITathon of NÖ LGA.

Table 6: Agenda of the HACK-ITathon of NÖ LGA.

Time	**Programme Element / Activity**
08:30 – 09:00	Welcome & Networking
09:00 – 10:00	Presentation of Challenges & Team Building
10:00 – 11:30	Idea Development (Session 1)
11:30 – 12:30	Lunch Break
12:30 – 14:00	Teamwork & Mentoring Sessions
14:00 – 14:30	Expert Session
14:30 – 16:00	Pitch Training and Preparation
16:00 – 17:00	Final Pitches
17:00 – 17:30	Award & Networking

Challenges Addressed

Participants worked on three central questions:

Climate Protection and Resilience: How can the agency's headquarters achieve climate neutrality and resilience by 2050 without compromising operational comfort and efficiency?

Resource Efficiency and Circular Economy: How can buildings and processes be transformed into a model of circular resource management, minimising waste and maximising reuse?

Future-Proof Employee Engagement: How can a workplace culture be created that inspires employees to actively embrace sustainability?

Main Outcomes and Reflections

Key results included the concept of an agency-wide internal and external sustainability campaign, the integration of sustainability topics into onboarding and training programmes across 27 hospitals and 50 nursing homes, and a new intranet section dedicated to continuous communication and employee involvement. Practical ecological measures such as advanced waste separation, re-designed staff catering, and mobility incentives were approved for early implementation. Long-term initiatives in energy efficiency, smart controls and renewable energy procurement will follow. The HACK-ITathon demonstrated that collective awareness and communication are key drivers for establishing sustainability as a core organisational value.

Stakeholders Involved

A total of 18 participants took part.

Table 7: Participants of the HACK-ITathon of NÖ LGA.

Stakeholder Type	**Number of Participants**
Regional public authority	13
Sectoral agency	2
Higher education and research organisations	2
Healthcare institutions	1
Total	**18 participants**

5.3.2.6. Carinthia University of Applied Sciences (CUAS) HACK-ITathon - "Urban Tech Hunt"

Overview and Methodology

The Carinthia University of Applied Sciences (CUAS) organised the Urban Tech Hunt – HACK-ITathon on 19 and 26 September 2025 as part of the faculty's induction week. The event turned the city of Klagenfurt into a living laboratory, with interdisciplinary student teams exploring regional technology hubs related to health, sustainability and energy.

Teams planned routes, selected sustainable transport options, and collected data at six innovation sites before returning to CUAS facilities to deliver creative presentations. The activity combined experiential learning, teamwork and reflection on themes core to the HACK-IT-NET approach: digitalisation, sustainability, and cross-sector collaboration.

Table 8: Agenda of the HACK-ITathon of CUAS.

Time	Programme Element / Activity
Day 1 - 19.09.2025	**Urban Tech Hunt (08:30 - 12:00)**
08:30 - 08:45	Welcome & Briefing
08:45 - 09:00	Team Check-in, Tools & Route Planning
09:00 - 11:15	Urban Tech Hunt: Location Hunt & Tasks
11:15 - 11:35	Return & consolidate results
11:35 - 11:55	Upload short documentation & photos
11:55 - 12:00	Wrap-up & Next Steps
Day 2 – 26.09.2025	**Pitch Presentation (08:30 - 12:00)**
08:30 - 08:40	Welcome & Agenda
08:40 - 08:55	Pitch Setup & Evaluation Criteria
08:55 - 11:25	Team Pitch Presentations (10 min + Q&A)
11:25 - 11:45	Jury Deliberation & Feedback
11:45 - 11:55	Winning Team & Award
11:55 - 12:00	Closing

Challenges Addressed

Participants were asked how regional technology and innovation ecosystems could contribute to health and sustainability transitions. Each team examined different facets of this meta-question: the role of digitalisation in creating "green" hospitals, how technology companies can reduce energy consumption in health facilities, and what cross-sector alliances are needed to connect IT, energy, and care.

By visiting companies such as Siemens Healthineers, Kelag and Stadtwerke Klagenfurt, students collected practical insights on how innovation targets are defined and pursued in industry and public infrastructure. The challenge encouraged critical reflection on the interaction between technology competence, sustainability awareness and future workforce skills.

Main Outcomes and Reflections

Students produced thoughtful analyses linking each visited company's innovation to broader healthcare and sustainability goals. The format stimulated critical thinking, teamwork and applied learning. CUAS highlighted that participation had "transformed students from passive learners into active problem-solvers" and decided to integrate similar exercises permanently into the curriculum.

Stakeholders Involved

A total of 48 participants (mostly students) joined the Urban Tech Hunt. Participants mainly consisted of students and academic staff.

Table 9: Participants of the HACK-ITathon of CUAS.

Stakeholder Type	**Number of participants**
Higher education and research organisations	48 (students and faculty)
Total	**48 participants**

Although primarily educational, the event provided a tangible entry point for involving future professionals in the regional innovation ecosystem.

5.3.2.7. University Medical Centre Maribor, Slovenia (UKCM) HACK-ITathon - Empowering Nurses Through Digital Health Innovation

Overview and Methodology

The UKCM HACK-ITathon was held on 3 December 2025 at University Medical Centre Maribor. It was organised as a national hackathon dedicated to co-creating digitally enabled solutions for nursing practice in Slovenia. Nurses, IT experts, researchers and healthcare managers engaged in structured innovation sessions combining problem-mapping, brainstorming, and rapid prototyping. The HACK-IT-NET project and UKCM's digital wound-healing pilot, served as input examples to ground the work in real clinical practice.

Table 10 gives an overview on the Agenda of the HACK-ITathon of UKCM.

Table 10: Agenda of the HACK-ITathon of UKCM.

Time	**Programme Element / Activity**
09:30 – 09:50	Opening & Objectives
09:50 – 10:30	Context Setting & Challenge Introduction
10:30 – 10:45	Break
10:45 – 12:30	Co-Creation Sprint I
12:30 – 13:15	Lunch Break

13:15 – 14:45	Co-Creation Sprint II
14:45 – 15:00	Coffee Break
15:00 – 16:00	Pitch Preparation
16:00 – 16:45	Team Pitches & Discussion
16:45 – 17:15	Reflection & Lessons Learned
17:15 – 17:30	Closing & Next Steps

Challenges Addressed

The event focused on five core issues in nursing practice in Slovenia: (1) limited digital tools supporting nurses' daily workflows, (2) lack of structured digital support for clinical decision-making, (3) high administrative burden from manual documentation, (4) communication gaps between professional groups, and (5) insufficient digital training opportunities. Participants were asked how digital innovation could reduce workload, improve interdisciplinary collaboration, and enhance the nursing profession's autonomy and impact.

Main Outcomes and Reflections

Teams developed three interconnected solutions: digital templates to standardise nursing documentation in line with international classifications; clinical decision-support systems delivering alerts and recommendations based on structured data; and communication platforms to facilitate information exchange between nurses, physicians and therapists. The solutions were positively evaluated for relevance, feasibility and alignment with existing hospital systems. The event underlined that digital technologies must support, not replace, professional judgement and highlighted the importance of strong nurse involvement in design and implementation phases.

Stakeholders Involved

A total of 31 participants joined the HACK-ITathon of UKCM.

Table 11: Participants of the HACK-ITathon of UKCM.

Stakeholder Type	**Number of Participants**
Hospitals and medical centres	25
National public authority	2
Higher education and research organisations	3
International organisations	1
Total	**31 participants**

5.3.2.8. BioValley France HACK-ITathon – "Emergency Room: Patient Journey through the HUS"

Overview and Methodology

Organised by BioValley France on 7 November 2025 at Etena Strasbourg, this HACK-ITathon focused on innovation in emergency healthcare services at the University Hospitals of Strasbourg (HUS). The event gathered healthcare professionals, administrators, and patients for a one-day co-creation workshop blending applied problem-solving and academic insight.

Participants worked on the theme "patient journey in the emergency department" and "Efficiency and quality of service". Through morning team formation and problem framing activities, facilitated by coaches, teams clarified workflow challenges before progressing to ideation sessions in the afternoon. Guest presentations by Kathy Malas (OROT, Montreal) and Prof. Patrick Cohendet (HEC Montreal) provided external perspectives on innovation in healthcare ecosystems. The event concluded with team pitches and an award ceremony.

Table 12 gives an overview on the Agenda of the HACK-ITathon of BVF.

Table 12: Agenda of the HACK-ITathon of BVF.

Time	**Programme Element / Activity**
08:30 – 09:00	Reception
09:00 – 09:10	Opening Speech
09:10 – 09:30	Innovation Ecosystem Presentation
09:30 – 10:00	Introduction of HACK-IT-NET Project
10:00 – 12:00	Challenge definition
12:00 – 13:00	Lunch Break
13:00 – 15:00	Solution Development
15:00 – 16:15	Expert Presentations
16:15 – 17:00	Pitch Session
17:00	Award Ceremony

Challenges Addressed

The central challenge was to re-design the patient journey in the emergency department – from arrival to discharge. Participants analysed causes of overcrowding, communication gaps, and inefficient data flows between professionals. Discussions focused on how to improve triage by using real time information exchange and AI-supported support tools, reduce redundant administrative steps and enhance patient orientation. In addition, the teams explored how education and digital navigation could help citizens use emergency services appropriately. The challenge was therefore both

organisational and technological: to modernise processes without undermining the human dimension of care.

Main Outcomes and Reflections

Four interdisciplinary project prototypes emerged:

1. AI-based triage system integrating decision support, voice transcription and biometric identification.
2. Para-Emergency System (PER) – pre-entry triage model to optimise patient flow and reduce overcrowding.
3. Health GPS & Long-term Health Education – tool for guiding non-urgent patients and promoting lifelong health literacy.
4. MedConnect Pro & Universal Health Education Platform – system for real-time coordination and data exchange between healthcare actors.

The event revealed the complementary value of technological and organisational innovation and underlined that digital transformation in healthcare requires cultural and structural change as much as technical progress.

Stakeholders Involved

Altogether, 50 participants attended. The HACK-ITathon brought together hospital professionals, patients, students and researchers, and innovation actors, ensuring a strong representation of both clinical practice and technological expertise.

Table 13: Participants of the HACK-ITathon of BVF.

Stakeholder Type	**Number / Representation**
Hospitals and medical centres	4
Higher education and research organisations	37
Enterprises except SME	2
SME	2
General public	2
International organisations	3
Total	**50 participants**

5.3.2.9. BIOPRO HACK-ITthon - "SHAPE the Future of Healthcare"

Overview and Methodology

BIOPRO Baden-Württemberg organised the one-day HACK-ITathon SHAPE the Future of Healthcare on 17 May 2025 at the Freiburg Innovation Centre (FRIZ). Inspired by the design thinking methodology, the event built on a structured process combining creativity, interdisciplinarity and real-world challenges.

Following an introduction to the HACK-IT-NET project, participants selected one of four challenges derived from the transnational needs analysis. After team formation, facilitated sessions on problem framing, ideation and solution development guided participants through design thinking phases, using tools such as the Charette method, bilateral interviews, brainstorming, and the Now-Wow-How matrix.

A short pitch-training session prepared teams for the final presentations to an expert jury, which evaluated the concepts using predefined innovation and feasibility criteria.
Table 14 gives an overview on the Agenda of the HACK-ITathon of BIOPRO.

Table 14: Agenda of the HACK-ITathon of BIOPRO.

Time	Programme Element / Activity
10:00	Check-in & Presentation of Challenges
10:45	Team Formation & Problem Definition
12:00	Solution Development (Session 1)
12:45	Lunch Break
13:45	Solution Development (Session 2)
15:15	Start-up Pitch Training
15:30	Pitch Preparation
16:10	Pitch Presentations in front of Jury
17:00	Award Ceremony

Challenges Addressed

The BIOPRO HACK-ITathon introduced four interconnected themes drawn from the consortium's needs analysis: sustainability, digital care, technology acceptance and health literacy.

Act Green, Think Circular
tackled sustainability deficits in hospitals. Participants discussed how resource and waste

management could become an innovation driver rather than a compliance obligation, exploring circular-economy models and behavioural incentives for "green" operations.

Rethinking Digital Care
examined the steadily increasing administrative load on nursing staff and the fragmentation of IT systems. The challenge was to design digital tools that simplify documentation and free nurses to care for patients.

Humans and Technology
addressed trust and acceptance issues around digital solutions. Teams considered data-privacy concerns, communication strategies and user-centred interfaces to encourage adoption.

Be Informed – The Future of Health!? focused on low health literacy rates and the need to reach disadvantaged groups through inclusive education formats.

These challenges reflected BIOPRO's mission to embed digitalisation and sustainability as pillars of health innovation in Baden-Württemberg.

Main Outcomes and Reflections

Four project ideas were developed, addressing sustainability, digitalisation and accessibility in healthcare:

1. Digital assistant system to support nursing staff in daily routines.
2. Autonomous reprocessing robot for medical material management.
3. Personalised health and self-management app to strengthen individual responsibility.
4. Low-threshold prevention tool to promote everyday health literacy.

The jury praised the practicality and creativity of the solutions, as well as the diversity of team perspectives. BIOPRO concluded that the structured yet flexible methodology was highly effective in engaging participants from multiple disciplines and generating implementable outcomes.

Stakeholders Involved

A total of 19 participants took part. The participant group represented a diverse cross-section of disciplines and professional backgrounds, including students from international relations, computer science and nursing programmes, healthcare and nursing professionals ranging from intensive care specialists to advanced practice nurses and pedagogical leads, a researcher in nursing science, and other professionals such as a sustainability expert.

Table 15: Participants of the HACK-ITathon of BIOPRO.

Stakeholder Type	Number of Participants
Sectoral agency	5
General Public	11
Education/training center and school	2

Hospitals and medical centres	1
Total	**19 participants**

5.3.2.10. Bayern Innovativ GmbH - Healthcare Hackathon Bavaria (Munich)

Overview and Methodology

The Healthcare Hackathon Bavaria, held from 4 to 6 December 2025 in Munich, was a 2.5-day in-person event organised by Bayern Innovativ GmbH. The Hackathon brought together 121 participants from universities, enterprises, SMEs and healthcare institutions to co-develop practical, technology-based solutions addressing real-world challenges in healthcare.

Participants first pitched and selected challenge topics through an "elevator-pitch & market of opportunities" format, promoting spontaneous exchange between challenge owners and teams. The working process was guided by methods such as brainstorming, skill cards, persona development, and prototyping.

Table 16 gives an overview on the Agenda of the HACK-ITathon of BI.

Table 16: Agenda of the HACK-ITathon of BI.

Time	**Programme Element / Activity**
Day 1 – Thursday, 4 December 2025	
15:00 – 16:00	Check-in and Registration
16:00 – 16:30	Official Opening Session
16:30 – 18:00	Challenge Presentations
18:00 – 21:00	Networking & Team Formation
Day 2 – Friday, 5 December 2025	
08:00 – 09:00	Check-in
09:00 – 09:30	Morning Briefing
09:30 – 23:00	Hacking Session
Day 3 – Saturday, 6 December 2025	
08:30 – 09:00	Arrival & Introduction
09:00 – 12:00	Hacking Session
12:00	Pitch Submission
12:00 – 13:00	Lunch Break

13:00 – 16:00	Pitch Session with Q&A
16:00 – 16:45	Jury Deliberation
17:00	Award Ceremony

Challenges Addressed

Nine real-world cases addressed pressing issues of digital and ecological transformation in healthcare covering topics such as sustainability, digitalisation and patient-centred care. Teams were challenged to transform these complex problems into workable prototypes within 48 hours, testing new forms of AI application in a regulatory environment and evaluating their feasibility for implementation.

Main Outcomes and Reflections

Ten teams worked on nine healthcare challenges covering sustainability, digitalisation and patient-centred care. Notable solutions included:

- "Commitment Issues" – an AI assistant streamlining access to relevant information in large medical manuals and simultaneously displays the information in a PDF to check its validity.
- "AMIGO" – European ecosystem between the seven top children's hospitals in Germany. What makes it special is that the development is based on clinical findings without sensitive personal data leaving the hospital.
- "Medtelligence" – an AI-driven dashboard providing doctors with an instant overview of key patient data.

The high technical maturity of the outcomes impressed the jury; several entries reached minimum viable product (MVP) level. The event showcased how structured creativity and cutting-edge technology can generate tangible innovations within 48 hours.

Stakeholders Involved

A total of 121 participants took part. With over one hundred participants, the Hackathon achieved an exceptionally broad composition of stakeholders – universities, enterprises, SMEs, hospitals, and business-support organisations.

Table 17: Participants of the HACK-ITathon of BI.

Stakeholder category	**No. of participants**
Sectoral agency	1
Higher education & research organisations	16
Enterprises (except SMEs)	22
SMEs	17
Business support organisations	4

Hospitals & medi-cal centres	14
General public	47
Total	**121 participants**

5.3.2.11. *Hochschule Luzern (HSLU / iHomeLab) The Digital Acceptance & Inequality Toolkit for Municipalities*

Overview and Methodology

The HSLU HACK-ITathon, held on 23 September 2025 as a hybrid event at the Lucerne University of Applied Sciences and Arts (iHomeLab), explored the theme "The Digital Acceptance and Inequality Toolkit for Municipalities."

Unlike typical technology-oriented hackathons, this format centred on the social and governance aspects of digital transformation. Participants – primarily from social-science and humanities backgrounds – collaborated through four methodological phases: Discover, Define, Develop, and Deliver.

Hybrid participation was facilitated via Gather Town and Replit to enable creative collaboration and test the potential of AI-assisted co-creation.

Table 18 gives an overview on the Agenda of the HACK-ITathon of HSLU.

Table 18: Agenda of the HACK-ITathon of HSLU.

Time	**Programme Element / Activity**
08:30 – 08:45	Registration & Coffee
08:45 – 09:00	Welcome & Introduction to iHomeLab
09:00 – 10:30	Setting the Scene
10:30 – 11:00	Coffee Break
11:00 – 12:15	Input for Phase 1
11:30 – 12:15	Hackathon Phase 1 – Discover
12:15 – 13:00	Quick Lunch
13:00 – 13:30	Outcome of Phase 1 Input for Phase 2 – Define Hackathon Phase 2 – Define
13:30 – 14:30	Outcome of Phase 2 Input for Phase 3 – Develop

	Hackathon Phase 3 – Develop
14:30 – 15:30	Outcome of Phase 3 Input for Phase 4 – Deliver Hackathon Phase 4 – Deliver
15:30 – 16:00	Coffee Break
16:00 – 16:30	Group Presentations
16:30 – 17:00	Closing & Next Steps

Challenges Addressed

The core challenge focused on unequal access to digital health and municipal services among different user groups. Participants examined how age, education and digital literacy influence the adoption of technology and how municipalities can design inclusive tools to promote trust and engagement.

They worked to define a "toolkit for digital acceptance," identifying mechanisms through which local administrations could assess inequality risks and use AI as a creative support for policy innovation. Hence, the Hackathon approached innovation as a form of social design rather than technical development.

Main Outcomes and Reflections

Two conceptual prototypes were developed:

Autonomy Tool – a digital-assessment platform for analysing autonomy and inclusion of older workers, designed to guide municipal wellbeing interventions.

DigiCoach – a personalised digital-health coaching app for 50+ workers, focusing on cardiovascular health, mobility and wellbeing.

Although technical prototyping was limited due to time, the teams achieved impressive conceptual depth. The event demonstrated how AI and co-design methods can facilitate participatory digital innovation for public services.

Stakeholders Involved

A total of 10 participants took part. The hybrid event connected experts from higher education and research institutions across Europe, mainly from the social sciences and humanities.

Table 19: Participants of the HACK-ITathon of HSLU.

Stakeholder category	**No. of participants**
Higher education & research organisations	10
Total	**10 participants**

5.3.2.12. Transnational HACK-ITathon - Future Health, Shared Solutions

Overview and Methodology

The Final Transnational HACK-ITathon, conducted online on 1st and 2nd December 2025, summarised the network's collective learning and brought together all nine partners and participants from across the Alpine Space. Participants worked in six moderated sub-groups according to the three HACK-IT-NET Approaches – CAREAVAN, STEMLAB, and POLICYPARLEY – using methods from the HACK-IT-NET Toolkit including the Charette Method, Persona Building, Brainstorming, and the Six Thinking Hats.

Table 20 gives an overview on the Agenda of the final HACK-ITathon.

Table 20: Agenda of the final HACK-ITathon.

Time	**Programme Element / Activity**
Day 1 – 1 Dec 2025	
09:30 – 09:45	Welcome and Introduction
09:45 – 10:30	Presentation of Challenges and Pilot Projects
10:30 – 10:40	Sub-Group Intro Rounds
10:40 – 11:10	Defining Challenges (Charette Method, Persona)
11:10 – 11:30	Solution Supplier Inputs
11:30 – 12:15	Ideation and Solution Development (Brainstorming, Now-Wow-How-Matrix)
12:15 – 12:30	Wrap-Up Day 1
Day 2 – 2 Dec 2025	
13:00	Welcome and Recap of Day 1
13:00 – 13:30	Solution Development

13:30 – 14:45	First Plenary Pitches and Voting
14:45 – 15:15	Further Development of Winning Ideas
15:15 – 15:55	Final Pitches and Discussion
15:55 – 16:00	Closing Remarks

Challenges Addressed

Three transnational challenges were addressed for the project's approach themes:

1. **CAREAVAN Act Green, Operate Smart**:
How can barriers (knowledge transfer, networking along healthcare value chain, standard consistency, financial and human resources) be broken down, sustainability in the Health and Care sector be seen as a driver of innovation, and commitment be created to get active?

2. **STEMLAB – Time to Care**:
How can digitalisation decrease the hospitals workforce burden?

3. **POLICYPARLEY – System-Ready Innovation:**
Which participatory framework can support the cultural change necessary for enabling social innovation in social and healthcare services?

Together these challenges represented the network's integrated vision to connect green transition, digital transformation and policy innovation into one coherent framework for health in the Alpine Space.

Main Outcomes and Reflections

Each approach produced one consolidated concept illustrating the network's shared capacity to transform regional experiences into transnational innovation models.

CAREAVAN – "Interactive Sustainability Game"
The team proposed a gamified platform that turns ecological sustainability in hospitals into an engaging, organisation-wide activity. Staff earn points for "green" actions such as waste reduction or sustainable procurement, while departments can track collective impact through simple dashboards. The idea links learning, behaviour, and recognition, helping to embed sustainability into daily routines rather than separate projects.

STEMLAB – "AI Nurse Assistant"
This concept addressed administrative overload in care settings through an AI-supported digital companion that automates routine documentation and retrieves information via natural language. Running on hospital-internal servers for data security, the assistant aims to significantly reduce paperwork and give nurses more time for direct patient care.

POLICYPARLEY – "ADAPT Toolbox"
ADAPT is conceived as an AI-based prevention and policy-innovation tool translating research data and citizen input into concise, usable insights for decision-makers. The toolbox supports evidence-based governance by connecting policy design, professional training, and citizen communication in a single environment.

Together, the three solutions demonstrated how transnational collaboration can yield pragmatic, scalable outputs that address sustainability, workforce relief, and preventive governance simultaneously.

Stakeholders Involved

A total of 34 participants took part. The joint event united representatives from all nine project partners and their networks, encompassing public authorities, hospitals, universities, enterprises, and international organisations across the Alpine Space.

Table 21: Participants of the final HACK-ITathon.

Stakeholder category	**No. of participants**
Local Public Authority	4
Regional Public Authority	5
Sectoral Agency	5
Business Support organisation	3
EGTC	1
Hospitals and Medical Centres	7
Higher Education and Research organisations	5
International organisations	1
SMEs / Enterprises	3
Total	**34 participants**

1.3.1.1 Comparative Findings and Key Learnings

Across all HACK-ITathons, the project partners demonstrated a strong ability to translate a shared European format into locally meaningful processes.

- Contextual flexibility: Each region shaped its event to reflect local strategic priorities, innovation cultures and stakeholder constellations.
- Collaborative creativity: Whether student-led or expert-focused, the events fostered cross-sectoral collaboration and creativity, extending cooperation beyond the actual event.
- Tangible outcomes: Each HACK-ITathon generated concrete ideas and prototypes, some of which are currently being further explored through follow-up projects or regional innovation strategies, already providing insights for WP 3 anchoring project's results.
- Transnational learning: Exchanges between partners enriched collective learning and reinforced the network's operational model.

In conclusion, the HACK-ITathons functioned as living laboratories of the HACK-IT-NET network model, effectively demonstrating how structured yet open innovation processes can mobilise diverse regional ecosystems, generate actionable ideas and foster long-term collaboration across

the Alpine Space. The HACK-IT-NETwork Operating Model has successfully been activated through the 10 HACK-ITathons. The next steps consist in keeping it active and fruitful. This will be addressed in WP2 & WP3.

5.4. CDE Toolkit

Throughout all project activities conducted in the scope of D 1.3.1 the CDE Toolkit developed by ProMIS was used.

The CDE Toolkit served as the fundamental methodological and operational infrastructure to support the dissemination of the HACK-IT-NET project results and ensure tangible stakeholder engagement. This tool has been designed to provide Project Partners (PPs) with a set of coordinated guidelines on the campaign of 10 HACK-ITathons organised at regional and transnational levels. The primary objective of the toolkit was to harmonise communication efforts through the use of a shared visual identity, which not only strengthens project brand recognition but also positions the initiative as an authoritative reference point in social innovation applied to healthcare and sustainability within the Alpine Space.

The communication strategy suggested three temporal phases: pre-event, during the event, and post-event. In the preliminary phase (pre-event), the toolkit guides partners in publishing news articles on their institutional websites, including essential information such as logistical details, registration links, descriptions of thematic challenges, and updated agendas. A crucial element provided by the toolkit is the integration, within registration forms, of specific consent clauses for privacy and the use of multimedia material (photos and videos), ensuring full legal compliance for subsequent promotional activities. Promotion on social media is standardised through the systematic use of dedicated hashtags, including #HACKITathon, #HACKITNET, #Innovation, and #Healthcare, facilitating content aggregation and transnational visibility.

The central coordination by ProMIS ensured the consistency of the entire campaign: partners were required to send a descriptive summary, to allow for the publication of a dedicated news on the project's website.

5.5. Future use and capitalisation

Within activity A1.3, the HACK-IT-NET consortium has established a comprehensive Network Operating Model that defines the guiding principles, key objectives, and mechanisms of collaboration among the project partners and their external stakeholders. The model identifies (1) the overarching goal of the network — fostering cross-regional cooperation and innovation in Health and Care, (2) the relevant stakeholder groups to engage — including project partners, observers, and Uptake Communities, and (3) an expansion strategy designed to ensure the network's growth and adaptation beyond the project lifetime.

The regional and transnational HACK-ITathons enabled outreach, as well as co-creation and intra- and intersectoral networking. These events provided valuable insight into how knowledge exchange, stakeholder engagement, and solution development can be fostered through structured collaboration methods.

Building on these results, the Network Operating Model will serve as a foundational instrument in subsequent work packages (A2.3 and A3.3), supporting the integration of pilot findings, the transfer of innovations to new contexts, and the strategic alignment of regional actors under a shared vision. The capitalisation process will focus on operationalising the model for long-term use within existing and emerging regional innovation ecosystems, ensuring that the HACK-IT-NET approach continues to deliver impact across the Alpine region beyond the project's duration.

6. Conclusion and Next Steps

6.1. Conclusion

The HACK-IT-NET project has successfully established a collaborative transnational, framework which unites a variety of stakeholders from the Alpine Health and Care ecosystem. By consolidating the Sustainability Charter and developing a Network Operating Model, which included jointly elaborating and signing of Letters of Commitment, the consortium has built a coherent governance structure based on shared values, co-creation, and mutual learning.

The organisation of nine regional HACK-ITathons culminating in the Final Transnational HACK-ITathon demonstrated the project's capacity to foster innovation through participatory, challenge-driven methods. Stakeholders from research, policy, and practice contributed to solution ideation and exchange with a strong focus on future-oriented, sustainable approaches in Health and Care. The LoCs further anchored the project's impact in the regional ecosystems, ensuring that knowledge transfer and collaboration extends beyond the consortium to observers and Uptake Communities.

Thus, the project provides not only tangible outputs – such as tools, pilots, and network instruments – but also a blueprint for transnational cooperation that can sustainably reinforce Health and Care innovation capacities across the Alpine region.

6.2. Next Steps

Building on the structures and relationships developed within this phase, HACK-IT-NET will focus on consolidating and expanding the established network. The upcoming activities will include:

- Operationalising the Network Operating Model by launching pilot phases of the CAREAVAN, STEMLAB, and POLICYPARLEY approaches in real-world settings.
- Strengthening stakeholder engagement at regional and transnational level, ensuring continuous dialogue and feedback through thematic working groups within the APPROACHES and follow-up events, as well as ensuring alignment of pilot and solution developed with relevant strategies.
- Monitoring and assessing the sustainability and transferability of pilot project outcomes, feeding them into the project's evidence and evaluation framework.
- Preparing the network for post-project continuity, by defining governance, funding, and communication mechanisms to ensure the long-term existence of the transnational HACK-IT-NET ecosystem.
- Disseminating results and policy recommendations to wider European audiences, high-lighting the Alpine region as a role model for cross-sector innovation in Health and Care.

These steps will transform the HACK-IT-NET network from a project framework into a durable, community-driven engine for innovation, designed to remain active beyond the project lifespan and to inspire future collaborative initiatives.

7. Acronym List

Acronym	Word/Phrase
AB	Advisory Board
AF	Application Form
AS	Alpine Space
H&C	Health & Care
LP	Lead Partner
PP	Project Partner
RACI	Responsible, Accountable, Consulted, Informed
WP	Work Package
WS	Work Stream

8. Annex

8.1. Sustainability Charter signed

The following section presents the Sustainability Charter, which serves as a strategic framework for integrating environmental and social sustainability into project operations, as well as supporting Health and Care transformation across the Alpine Space. The Charter was jointly signed by all project partners in June 2025.

Interreg Co-funded by the European Union

Alpine Space

HACK-IT-NET

Health And Care Knowledge and Innovation Transfer NETwork (HACK-IT-NET)

Sustainability Charter

Final version – May 2025

Document Summary	
Project Number	ASP0500442
Project Title	HACK-IT-NET
Work Stream	Work Stream 3 (A1.3, A2.3, A3.3)
Responsible	PP7/BIOPRO

Table of contents

1 Introduction

1.1 Purpose of the Charter

The overarching aim of the Sustainability Charter is to provide a strategic framework within the Interreg project HACK-IT-NET (Health And Care Knowledge and Innovation Transfer NETwork) comprising economic, social and environmental considerations in the aim to advance green and digital transformation in the healthcare sector across the Alpine Space. It fosters regional collaboration by uniting stakeholders to achieve shared goals in sustainability while addressing the unique environmental, economic, and social challenges of the alpine space region. The Sustainability Charter is not a document that constitutes an obligation. It supports signatories (9 project partners of the HACK-IT-NET Alpine Space INTERREG project) in understanding and integrating sustainability principles into each thematic outcome, from reducing environmental impacts in hospitals to improving cross-border and transnational healthcare services and accelerating sustainable technology transfer. In line with the Sustainable Development Goals (SDGs), it promotes resource efficiency, inclusivity, and innovation, ensuring long-term benefits for communities, economies, and ecosystems. This commitment enhances resilience and prepares the Alpine Space for a sustainable future. Towards this aim, this charter acts on three levels:

1. Organisational level: This charter highlights clean/green principles which should be applied in all project operations (e.g. paperless, low CO_2 travel).

2. Operational level: This charter emphasises key sustainable considerations partners should take into account while delivering their pilot actions.

3. Exploitation level: This charter fosters long-lasting impact out of the HACK-IT-NET project.

This charter serves as a starting point to establish the HACK-IT-NETwork Operating Model.

1.2 Context and Background

Already in 1987, the United Nations Commission defined sustainability as meeting “the needs of the present without compromising the ability of future generations to meet their own needs”.[1] In 2015, the general debate on sustainability led the United Nations to promote the Agenda for Sustainable Development 2030. This agenda includes 17 Sustainable Development Goals (SDGs – see figure below), each with specific targets, as a shared approach to peace and prosperity for the people and the planet. The SDGs are interdependent and integrated and aim to impact all levels of society, to reach all sectors,

[1] Report of the World Commission on Environment and Development: Our common Future, World Commission on Environment and Development, 1987.

to encompass the ideas of equity, inclusion, and universality, and to operate in a single ecosystem, namely our planet.[2]

*Figure 1 - Sustainable Development Goals (Source: United Nations).**

Thus, the definition of sustainable development (SD) has a broad spectrum characterising human progress[3], resource utilisation[4] and business interactions[5]. Sustainability consists of three dimensions: social, economic, and environmental.[6] These dimensions constitute the triple bottom line, the objective of which is to meet the resource needs of current and future generations without hampering the environment.[7]

1.2.1 Alpine Space Sustainability Priorities

The Alpine Space Programme is a transnational European initiative that fosters sustainable regional development and collaboration among countries in the Alpine region, including Austria, France, Germany, Italy, Liechtenstein, Slovenia, and Switzerland. The programme focuses on addressing shared challenges such as climate change, demographic shifts, and economic disparities while promoting innovation, environmental protection, and social cohesion.[8]

[2] Sustainability and Kaizen: Business Model Trends in Healthcare, Oscar Morell-Santandreu, Cristina Santandreu-Mascarell and Julio García-Sabater, 2020. Available at: https://www.mdpi.com/2071-1050/12/24/10622 (accessed: 26th of May 2025)
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[6] Integratives Nachhaltigkeitsmodell, Lexikon der Nachhaltigkeit, Aachener Stiftung, Kathy Beys, 2015. Available at: https://www.nachhaltigkeit.info/artikel/1_3_c_integratives_nachhaltigkeitsmodell_1541.htm (accessed: 14th of March 2025)
[7] Industry 4.0 and sustainable development: A systematic mapping of triple bottom line, Circular Economy and Sustainable Business Models perspectives, Iqra Sadaf Khan, Muhammad Ovais Ahmad, Jukka Majava, 2021
* The SDG logo, color wheel, and icons are used in accordance with UN guidelines. The content of this publication has not been approved by the United Nations and does not reflect the views of the United Nations, its officials, or Member States. For more information, visit: https://www.un.org/sustainabledevelopment.
[8] INTERREG Alpine Space Programme 2021-20217, Main document, Interreg Alpine Space Programme. Available at: https://www.alpine-space.eu/wp-content/uploads/2024/02/Interreg_Alpine_Space_programme_2021-2027-1.pdf (accessed: 24th of January 2025).

The INTERREG Alpine Space Programme prioritises sustainability through the following principles[8]:

- Climate adaptation and mitigation: Reducing carbon emissions and enhancing resilience to climate impacts.
- Resource efficiency: Promoting circular economy practices and sustainable energy solutions.
- Social inclusion and equity: Ensuring access to services and opportunities for all communities, including rural and cross-border areas.
- Innovation and digital transformation: Driving technological advancements that align with sustainability goals.

1.2.2 Alpine Space Specific Challenges and Opportunities in the Healthcare Sector

The Alpine Space region has specific characteristics which impact the healthcare sector as showcased below[8]:

- Geographic barriers: The Alpine terrain creates logistical challenges for healthcare service provision and infrastructure development, especially in remote areas.
- Demographic trends: Aging populations and migration patterns increase demand for healthcare and social services, necessitating efficient and inclusive solutions.
- Cross-border & transnational collaboration: Coordination between different healthcare systems and policies across national borders remains complex.
- Environmental sensitivity: The Alpine region's fragile ecosystems require careful management to balance development with environmental conservation.

Supported by the Alpine Space area and Programme, HACK-IT-NET fosters the three following Health and Care (H&C) OUTCOMES:

- Advancing green and e-hospitals: The project provides opportunities to implement sustainable technologies, reduce waste, and promote circular and regional economy principles in healthcare operations.

- Improving service delivery: Digital tools and transnational cooperation can enhance accessibility and efficiency of healthcare services, especially in underserved areas.

- Boosting innovation: The Alpine Space is well-positioned (supported by the EUSALP Working Groups) to leverage technology transfer, open innovation practices, and sustainable digital solutions for advanced diagnostics and personalised care.

By addressing these challenges and opportunities, HACK-IT-NET strengthens the region's capacity to achieve sustainable, resilient, and inclusive development in healthcare and beyond.

2 Project Overview

2.1 Project's Goals

HACK-IT-NET aims to design, pilot and expand a multi-actor, social innovation-based user acceptance FRAMEWORK (TOOLKIT, NETWORK & APPROACH) to 1) enhance Alpine Space health and care actors' capacity to uptake innovation, and 2) create a healthier, digital and green Alpine Space, in line with the UN SDGs (e.g. No.3 Health/Wellbeing).

HACK-IT-NET improves the conditions of the Alpine Space health and care services by improving innovation transfer between actors of the innovation eco-system and healthcare actors (doctors, nurses, policymakers, system administrators, end-users and citizens) powered by novel methods and digital tools. Project Partners (PPs) design a transnational toolkit (O1.1) and operating model (O1.2) with Letter of Commitment enabling the APPROACH to address common OUTCOMES. Project partners pilot the APPROACH (O2.1) in 3 Transnational Innovation Sandboxes (with 9 test zones and 9 extension zones). Project partners take lessons and derive long-term solutions (O3.1) and a policy brief (O3.2) to enable the FRAMEWORK's lasting use, via Lighthouse Projects and transfer to Advisory Board and other Alpine Space/European Union (EU)-territories with a Memorandum of Understanding and Capitalisation Plan.

The innovative system built by HACK-IT-NET reflects the specific Alpine needs, ensuring coordinated exploitation and a unique Consortium-mix (policy, business support organisations, and hospitals), and goes beyond existing initiatives in the sector and area.

2.2 Project Cooperation Matrix

HACK-IT-NET gathers 9 project partners from 6 countries (IT, AT, SI, FR, DE, CH) cooperating to cope with key Health & Care (H&C) challenges in Alpine Space. The figure below showcases the cooperation matrix between the project partners and their ecosystems. Project partners ensure cooperation at national

level but also cross-learning and knowledge transfer between territories, enhancing transnational cooperation. This figure highlights the connections between all project partners' ecosystems cooperating at Alpine Space level mainly. The connection to the European eco-system and other programmes is developed through the connection to 9 regional & 3 interregional Exploitation/Uptake Communities.

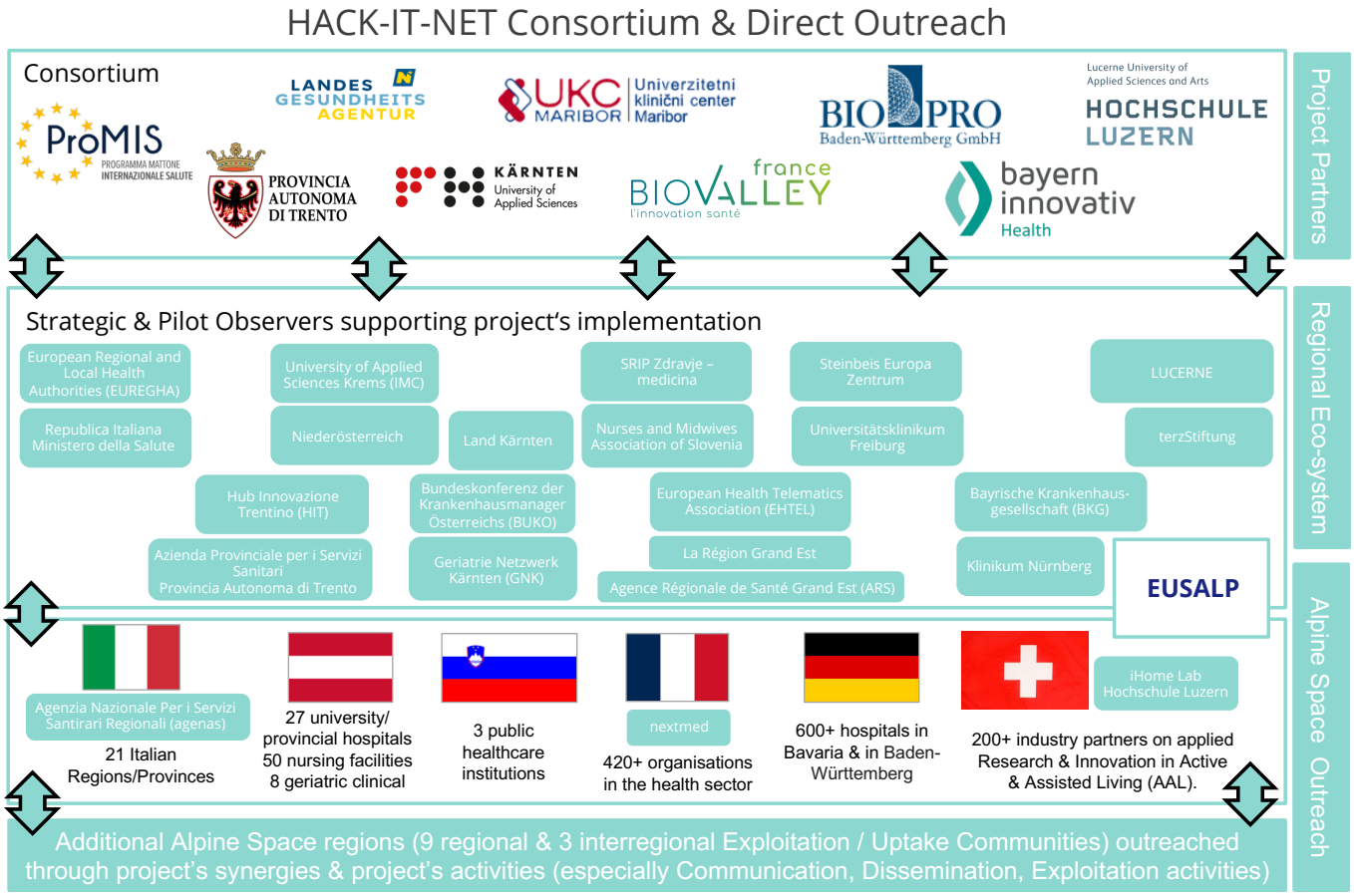

Figure 2 - HACK-IT-NET Cooperation Matrix (Source: Project Generated, 2024)

2.3 Project Impact on SDGs

The 17 Sustainable Development Goals[9] aim to achieve a sustainable transformation that encompasses environmental, social and economic goals. The HACK-IT-NET project is committed to contribute to SDGs 3 and 9 with all project activities.

[9] Detailed information about the United Nations Sustainable Development Goals (SDGs) is available on the following website: https://sdgs.un.org

SDG 3 “Ensure healthy lives and promote well-being for all at all ages” addresses global health – from maternal and child health, epidemics and communicable diseases, prevention, to access to health-care services and health coverage. The Alpine Space faces significant health and care challenges, aggravated by the climate crisis. SDG 9 “Build resilient infrastructure, promote inclusive and sustainable industrialisation and foster innovation” aims at reliable, sustainable and resilient infrastructure with affordable and equitable access for all, inclusive and sustainable industrialisation, access of small-scale industrial and other enterprises and their integration into value chains and markets, resource-use efficiency and adoption of clean and environmentally sound technologies and industrial processes, and enhancing scientific research, upgrading technological capabilities of industrial sectors.[10, 11]

By focusing on facilitating advanced innovation transfer and uptake within the healthcare sector, fostering a digital and green health and care ecosystem and improving access to healthcare services at a systemic level, the HACK-IT-NET project is committed to advancing the United Nations SDGs, with a primary focus on SDG 3 and SDG 9.

The HACK-IT-NET project is based on a knowledge sharing, dissemination and exploitation, capacity building and education as well as networking of health and care stakeholders, including policymakers. As part of the project activities, the consortium advances sustainable health systems, enhances service provision and promotes digitisation and technology transfer. Thus, the project not only contributes to SDGs 3 and 9 but also towards a sustainable development in Alpine Space connected to the following SDGs by integrating sustainability principles into its core strategies and operations:

- SDG 4 “Quality Education: Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all”[12]
- SDG 7 “Affordable and Clean Energy: Ensure access to affordable, reliable, sustainable and modern energy for all”[13]
- SDG 8 “Decent Work and Economic Growth: Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all”[14]

[10] 3 Ensure healthy lives and promote well-being for all at all ages, United Nations. Available at https://sdgs.un.org/goals/goal3 (accessed: 14th of March 2025)
[11] 9 Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation, United Nations. Available at https://sdgs.un.org/goals/goal9 (accessed: 14th of March 2025)
[12] 4 Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all, United Nations. Available at https://sdgs.un.org/goals/goal4 (accessed: 14th of March 2025)
[13] 7 Ensure access to affordable, reliable, sustainable and modern energy for all, United Nations. Available at https://sdgs.un.org/goals/goal7 (accessed: 14th of March 2025)
[14] 8 Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all, United Nations. Available at https://sdgs.un.org/goals/goal8 (accessed: 14th of March 2025)

- SDG 10 “Reduced Inequalities: Reduce inequality within and among countries”[15]
- SDG 12 “Responsible Consumption and Production: Ensure sustainable consumption and production patterns”[16]
- SDG 13 “Climate Action: Take urgent action to combat climate change and its impacts”[17]

Measures to achieve the SDGs are always considered, both in the day-to-day project work (see also chapter 4.1) and in the project’s core operations and activities, including the project partner’s pilots (see also chapter 4.2). The following are examples of strategies. These serve as inspiration. Each project partner is encouraged to develop strategies for their own activities within the project.

- SDG 3: Enabling the transfer of innovation for patient-centered healthcare at the highest level and improving access to healthcare for all at all ages while improving environmental and social sustainability as part of the pilot project
- SDG 4: Strengthening patients’ health literacy and sharing knowledge in the health sector, including, for example, raising awareness of the environmental and climate impacts of the health sector and the effects of climate change on health and the health and care ecosystem
- SDG 7: Promote the transition to renewable energy sources in healthcare facilities and energy efficient devices.
- SDG 8: Provide reskilling and upskilling for healthcare professionals
- SDG 9: Fostering sustainable infrastructure and innovation in healthcare and encourage the integration of emerging technologies/innovation transfer in healthcare systems
- SDG 10: Reduce socioeconomic disparities in healthcare through targeted programmes
- SDG 12: Development and implementation of strategies for the sustainable use of resources, sustainable procurement and waste management in the healthcare sector as well as circular economy strategies
- SDG 13: Implement adaptation and mitigation strategies to address climate risks in the healthcare sector and promote the reduction of greenhouse gas emissions from the health sector

[15] 10 Reduce inequality within and among countries, United Nations. Available at https://sdgs.un.org/goals/goal10 (accessed: 14th of March 2025)
[16] 12 Ensure sustainable consumption and production patterns, United Nations. Available at https://sdgs.un.org/goals/goal12 (accessed: 14th of March 2025)
[17] 13 Take urgent action to combat climate change and its impacts, United Nations. Available at https://sdgs.un.org/goals/goal13 (accessed: 14th of March 2025)

2.4 Project Impact and Sustainability Workstream

Sustainability principles are embedded within the HACK-IT-NET project structure as part of the Communication, Dissemination and Exploitation activities and emphasised in the Work Stream (WS) Impact and Sustainability. This WS works at three levels:

- Organisational level providing guidance for project partners to make advised decisions on event organisation, travelling, communication materials etc.
- Operational level which is more related to the project operation and more specifically addresses the project partners piloting activities associated to the three APPROACHES (CAREavan, STEMlab, PolicyParley) in relation to the 3 thematic OUTCOMES (Advancing green and e-hospital, Improving system-level service provision, Boosting customised technology transfer)
- Exploitation level which provides the partners with guidance on how to enable a long-lasting impact out of the HACK-IT-NET project

This Work Stream works in alignment with the SDGs (especially SDGs 3 & 9) and forms the basis for the Network Operating Model enabling a long-lasting cooperation in Alpine Space on the Health & Care (H&C) challenges. The Network Operating Model will structure this cooperation including the Project Partners, their Project Observers, their stakeholders' outreached, parallel initiatives and projects, the exploitation communities etc.

This Charter will be included within the Network Operating Model and is directed to project partners who are agreed to sign it and who are encouraged to comply with the key principles detailed in the following sections. This charter guides the partners in fostering sustainability within project's activities.

3 Vision and Guiding Principles

3.1 Vision Statement

Our vision is a future where healthcare systems in the Alpine region are resilient, inclusive, efficient, and patient-centered harmonising cutting-edge innovation with environmental stewardship and social equity. By prioritising green practices, advanced digital solutions, and sustainable resource use, we aim to redefine healthcare service provision and innovation within the unique socio-economic and environmental context of the Alpine region – for a better future without jeopardising the quality of patient care.
This vision especially supports the achievement of:

- SDG 3 (Good Health and Well-being): By ensuring equitable access to high-quality, sustainable healthcare services that prioritise patient health and take responsibility for the environment.
- SDG 9 (Industry, Innovation, and Infrastructure): By fostering innovation in healthcare technologies, advancing sustainable infrastructure, and promoting transnational collaboration for long-term regional development.

Through this charter, the project partners ensure to build a healthcare ecosystem that not only serves the present needs of our communities but also safeguards the Alpine region for future generations. In this aim, this charter provides the signing partners with key considerations to ensure a sustainable development of the Alpine Space health and care sector.

3.2 A multi-scale Sustainability Charter

This charter is structured into three levels (organisational, operational, and exploitation) to enable sustainability to be considered in a wider framework.

3.2.1 Organisational Level – Project Greening & Ethical Standards

In this charter, project greening also referred as environmental and social sustainability at organisational level focuses on making the project processes as green and as social as possible, directly into the day-to-day activities, which means:

- Reducing the environmental footprint of the project process (e.g. travelling means, communication material, procurements for events etc.)
- Promoting circular practices (e.g. sustainable procurements, reusable material for events etc.)
- Aligning with ethical standards by ensuring that the project processes are socially responsible by fostering inclusivity, fair labor practices, and community engagement.

All these metrics are defined within section 4.1.

3.2.2 Operational Level – Thematic Focus

At operational level, sustainability involves embedding measurable and actionable sustainability practices, focusing mainly on pilots and solutions developed within the project. This ensures that all processes, outputs, and outcomes align with environmental, social, and economic sustainability principles while

achieving the project's goals. For this project, operational sustainability addresses each of the thematic outcomes ((1) Advancing green & e-hospital, (2) Boosting customised technology transfer, (3) Improving system-level service provision), according to the following structure:

- Aligning on key objectives and strategies: Defining clear objectives and tangible strategies to realise the defined objectives ensuring common understanding of relevant sustainability considerations for each of the thematic outcomes.

- Integrating Sustainability Indicators: Establishing clear metrics to monitor and evaluate the environmental (e.g. energy efficiency, waste reduction), social (e.g. inclusivity, accessibility), and economic (e.g. cost-efficiency, scalability) impacts of the pilots and solutions.

- Dynamic monitoring and feedback loops: Frequent updating and refining indicators based on real-time data from pilots to enhance sustainability performance and project adaptability.

All these metrics are defined within section 4.2.

3.2.3 Exploitation Level – Long-lasting Impact

At exploitation level, sustainability refers to ensuring that the outcomes, innovations, and methodologies developed during the HACK-IT-NET project deliver enduring benefits beyond the project's lifespan. It involves creating systems, solutions, and partnerships that remain effective, scalable, and impactful over time, driving continuous improvement in health and care services while addressing environmental, social, and economic sustainability goals. The exploitation level sustainability ensures that the project's innovations continue to contribute to better health outcomes (SDG 3) and sustainable infrastructure and innovation (SDG 9), creating lasting impacts for communities, systems, and the environment.

All these metrics are defined within section 4.3.

The Sustainability Charter will provide examples and tools to make the HACK-IT-NET project work more sustainable and to monitor the sustainable impact. These serve as inspiration. Each PP is encouraged to develop suitable measures and tools for their project work and to monitor their sustainable impact. However, a monitoring system will be provided to the project partners to monitor their sustainable impact, if necessary.

3.3 Guiding Principles

Each level (organisational, operational, exploitation) takes the following principles into consideration while developing their objectives, strategies and indicators:

- promote resource efficiency and circularity,
- foster digital transformation and green innovation,
- enhance cross-border cooperation and inclusivity,
- prioritise scalable and long-term impacts,
- support multi-stakeholder engagement.

4 The Sustainability Charter in Action

4.1 Organisational Level: Project Greening & Social Standards

Sustainability is a fundamental principle in the implementation of EU-funded projects, aligning with the European Green Deal and the United Nations Sustainable Development Goals.

Within this charter, sustainability at organisational level comprises two main components:

- minimising environmental impact
- ensuring the compliance with social and ethical standards

As a collaborative initiative, the HACK-IT-NET project recognises its responsibility to minimise environmental impacts, integrate sustainability across all activities and upholding a high level of ethical and social responsibility.

The European Green Deal aims to combat climate change and environmental degradation while ensuring the EU transitions into a modern, resource-efficient, and competitive economy. The key objectives include achieving zero net greenhouse gas emissions by 2050, decoupling economic growth from resource use, and ensuring that no region and no person are left behind.[18] Ecologically sustainable project

[18] The European Green Deal, European Commission. Available at: https://commission.europa.eu/strategy-and-policy/priorities-2019-2024/european-green-deal_en (accessed: 24th of January 2025).

implementation is a basic principle of the INTERREG Alpine Space Programme (2021-2027). Both, the main Alpine Space Programme document and the Alpine Space Programme Manual address project greening and social standards.[19,20] This chapter sets out key measures to reduce the project's ecological footprint, promote resource-efficient practices, and foster a culture of environmental and social responsibility among all consortium partners. Each project partner is responsible for contributing to the environmentally and socially sustainable implementation of the project. As an EU-co-funded initiative, the project is committed to upholding high ethical standards, promoting fairness, and ensuring inclusivity across all activities.

The sustainability principles discussed in this chapter interact and are interdependent. This reflects the integrated nature of sustainable practices, where different fields of action support each other in promoting environmental and social responsibility.

4.1.1 Strategies to Minimise Environmental Impact

All project partners should consider to integrate sustainability into their operational day-to-day activities, ensuring that environmental considerations are taken into account at every stage of the project lifecycle. The core principles guiding this approach include:

- Minimisation of environmental impact: Prioritising low-emission solutions and resource-efficient workflows.
- Circular economy principles: Applying the 10R strategies of circular economy to materials, resources, and procurement*.
- Sustainable procurement: Choosing products and services that meet high environmental and ethical standards.
- Transparency and accountability: Avoiding greenwashing by ensuring that all sustainability actions are measurable, credible, and reported transparently.
- Knowledge sharing: Promoting awareness and best practices among project partners and stakeholders of the health and care ecosystem to encourage long-term sustainable change.

The different sub-sections below explain more in detail how these core principles are addressed within HACK-IT-NET.

[19] INTERREG Alpine Space Programme 2021-20217, Main document, Interreg Alpine Space Programme. Available at: https://www.alpine-space.eu/wp-content/uploads/2024/02/Interreg_Alpine_Space_programme_2021-2027-1.pdf (accessed: 24th of January 2025).
[20] Programme Manual December 2024, Interreg Alpine Space Programme. Available at: https://www.alpine-space.eu/wp-content/uploads/2024/12/20241210_ASP_ProgrammeManual_December2024.pdf (accessed: 24th of January, 2025).
* For more information on the 10R strategies, see info box on p. 15.

4.1.1.1 Circular Project Life

To reduce environmental impact, projects must transition from a linear "take-make-waste" model to a circular approach that minimises resource consumption, extends product life cycles, and reintegrates materials back into the system. Establishing a circular economy that focuses on sustainable product design, supports circular economy processes, encourages sustainable consumption, and aims to avoid waste and preserve the resources used in the EU economy for as long as possible, is a key element of the European Green Deal.[21] By applying circular economy principles, projects can reduce waste, optimise efficiency, and create long-term value while maintaining high performance and innovation. By considering the 10R strategies of circular economy, projects rethink traditional workflows, choose sustainable alternatives, ensure that all materials and resources are reused, repurposed, or recycled whenever possible and thus, minimise waste and optimise resource efficiency[22]. By implementing these principles, HACK-IT-NET project partners can not only meet environmental goals but also increase efficiency, reduce costs, and foster collaboration.

10R strategies of circular economy

The circular economy concept outlines how the amount of waste can be minimised, and resource efficiency maximised, by transitioning from a linear (produce, use, dispose) to a circular economy. Circular economy focuses on 10 strategies that follow a hierarchal structure:

- Smart use and production: R0 Refuse, R1 Rethink, R2 Reduce
- Life extension: R3 Reuse, R4 Repair, R5 Refurbish, R6 Remanufacture, R7 Re-purpose
- Waste utilisation: R8 Recycle, R9 Recover.[21]

Refuse and Rethink

Eliminating unnecessary waste and integrating sustainability from the beginning of the project is crucial. Sustainability in projects starts with rethinking traditional approaches and refusing environmentally harmful practices. By questioning the necessity of certain resources, materials, and workflows, projects can minimise their ecological impact from the very beginning. By omitting unnecessary activities and rethinking procedures emissions and waste are reduced. Instead, more sustainable structures can be created, unnecessary products and environmentally harmful materials rejected, and goods used as often as possible, or more sustainable (material) alternatives chosen.

Examples for concrete measures relevant for HACK-IT-NET project:

[21] Circular Economy Action Plan, European Commision. Available at: https://environment.ec.europa.eu/strategy/circular-economy-action-plan_en (accessed: 28th of January 2025)
[22] R-Strategies for a Circular Economy, Ciruclarise, 2023. Available at: https://www.circularise.com/blogs/r-strategies-for-a-circular-economy (accessed: 30th of January 2025)

- minimise printing;
- double-sided printing;
- prioritising recyclable and reusable office supplies (e.g. recycled paper);
- avoid unnecessary advertising materials;
- use sustainable materials, e.g. for advertising material;
- encourage sustainable product designs in innovation projects.

Reduce

Reducing means minimising resource consumption, energy use, and environmental footprint throughout the project lifecycle. Reducing resource consumption is a key principle of eco-friendly project management. From energy and materials to transportation and data storage, minimising the use of resources helps lower the overall environmental footprint of a project. Reducing the use of natural resources leads to less energy, less emissions and less waste.

Examples for concrete measures relevant for HACK-IT-NET project:

- reduce business travel: Encourage remote collaboration and digital co-creation tools;
- reduce energy consumption: Optimise office spaces, switch off unused devices, optimising heating/cooling systems, and use energy-efficient lighting;
- reduce unnecessary data storage and processing power;
- reduced use of materials in projects: Optimise projects for minimalism and material efficiency from the start;
- reduce waste, e.g. packaging waste in deliverables: Use minimal or returnable packaging for any physical components shared between project partners;
- minimise water usage is minimised by promoting responsible consumption;
- use carafes with tap water instead of water in plastic bottles.

Digital Carbon Footprint

While digitalisation is often seen as a greener alternative to traditional paper-based workflows, it also comes with a hidden environmental cost – its digital carbon footprint. Every e-mail sent, file stored in the cloud, and virtual meeting conducted requires energy-intensive data processing.

To reduce the digital carbon footprint in project work, teams of the HACK-IT-NET project can:

- Use energy-efficient cloud providers that rely on renewable energy;
- Optimise data storage by regularly deleting outdated files and minimising unnecessary cloud backups;
- Reduce e-mail traffic by limiting attachments and using collaborative platforms instead;
- Host virtual meetings responsibly by turning off video when not necessary and choosing eco-friendly conference providers.

Extending the lifespan of materials, tools, and infrastructure to support circularity is key to reduce environmental impact. A sustainable project does not just minimise waste, it actively extends the lifecycle of materials and resources. By reusing, repairing, and repurposing components, projects can maximise efficiency while reducing environmental impact.

Examples for concrete measures relevant for HACK-IT-NET project:

- build sustainable material pools within project teams: Share interchangeable materials, e.g. such as exhibition stands;
- use reusable products instead of single-use products, e.g. reusable coffee cups.

Recycle

Recycling means ensuring that materials and resources are properly reintegrated into production cycles instead of ending up as waste. Recycling ensures that materials and resources from project activities do not go to waste but instead return to the production cycle. Whether it's digital data, construction materials, or electronic waste, responsible recycling helps reduce pollution and conserve natural resources.

Examples for concrete measures relevant for HACK-IT-NET project:

- design project materials to be recyclable;
- establish a waste management system, e.g. set up labeled waste segregation stations and a recycling programme for office supplies and equipment;
- use upcycled materials from previous projects or from other industries, e.g. turn old signage, banners, or fabrics from events into new branded merchandise or reusable office décor;
- collaborate with local recycling initiatives.

The transition towards a circular, green project culture is not just an environmental necessity but also an opportunity to increase efficiency, reduce costs, and enhance long-term project sustainability. By integrating circular economy principles into project planning and operations, teams can minimise waste, optimise resource use, and contribute to the broader sustainability goals of the European Green Deal. The examples given in this section serve as inspiration. Each project partner is encouraged to develop suitable measures for their project work. Each step plays a crucial role in ensuring that projects operate in an environmentally responsible manner while maintaining high performance and innovation.

Through these strategies, the HACK-IT-NET project and other EU-funded projects can align with European sustainability policies, foster collaboration among stakeholders, and set new standards for green project management. This shift is not only beneficial for the environment but also strengthens the resilience and competitiveness of organisations in an increasingly eco-conscious economy.

To further support this transition, circular practices should be scaled up by sharing knowledge and best practice exchange across EU projects, collaboration to accelerate the uptake of circular approaches and

business models need to be strengthened, and continuous learning and upskilling in circular economy principles needs to be encouraged.

4.1.1.2 Green Public Procurement

The second point following the 10R strategies is Green Public Procurement (GPP). GPP is essential to the EU's strategy for advancing a resource-efficient economy[23] and is defined as a process whereby public authorities seek "to procure goods, services and works with a reduced environmental impact throughout their life cycle when compared to goods, services and works with the same primary function that would otherwise be procured".[24]

The INTERREG Alpine Space Programme enforces to take horizontal aspects (e.g. environmental and social considerations) into account in procurement processes.[25]

The foundation of GPP is built on establishing clear, measurable, well-founded, and ambitious environmental criteria for goods and services. These criteria are derived from a life-cycle perspective and supported by scientific research.

The European Commission has formulated voluntary GPP criteria[26] for various product categories. Additionally, following the implementation of the 2020 Circular Economy Action Plan, the Commission is introducing mandatory minimum GPP criteria and targets within sector-specific legislation, along with a phased approach to compulsory reporting to track progress.

Examples for acting in accordance to GPP, relevant for the HACK-IT-NET project:

- **set clear environmental criteria**: Require suppliers to meet specific sustainability standards, such as energy efficiency, recyclability, or low-emission production;
- **prioritise eco-labeled products**: Favor goods and services certified by recognised environmental labels (e.g. EU Ecolabel);
- **encourage circular economy principles**: Promote procurement of reusable, repairable, and recyclable products to minimise waste;

[23] Green public procurement, European Commission. Available at: https://green-business.ec.europa.eu/green-public-procurement/gpp-criteria-and-requirements_en (accessed: 29th of January 2025)
[24] Public procurement for a better environment COM (2008) 400 final, European Commission, 2008. Available at: https://eur-lex.europa.eu/legal-content/EN/TXT/?uri=CELEX:52008DC0400 (accessed: 29th of January 2025).
[25] *Programme Manual December 2024,* Interreg Alpine Space Programme, 2024. Available at: https://www.alpine-space.eu/wp-content/uploads/2024/12/20241210_ASP_ProgrammeManual_December2024.pdf (accessed: 30th of January, 2025).
[26] European Commission *GPP criteria and requirements*. Available at: https://green-business.ec.europa.eu/green-public-procurement/gpp-criteria-and-requirements_en (accessed: 29th of January 2025).

- **specify low-carbon and renewable energy sources**: Require contractors to use renewable energy or low-carbon technologies in service contracts;
- **favor sustainable transportation:** Require suppliers to use low-emission logistics;
- **include environmental performance in supplier selection**: Assess and score vendors based on their sustainability practices and commitments;
- **promote innovation and sustainability partnerships**: Support research and development of green technologies by integrating innovation-friendly procurement processes;

4.1.1.3 Transport and Travel

The transport sector is the fourth largest source of CO_2 equivalents in the EU and is the only one to record an increase in emissions of 14 percent between 2013 and 2023.[27]

CO_2 equivalents

Carbon dioxide (CO_2) accounts for 76 percent of total greenhouse gases. Other greenhouse gases such as methane (CH_4) and nitrous oxide (N_2O) are quantified in CO_2 equivalents. These CO_2 equivalents reflect the respective global warming potential (GWP) and make it possible to compare their impact on the climate.[26]

Greenhouse gas emissions vary greatly depending on the mode of transport. While a trip by plane generates around 238 CO_2 equivalents per passenger kilometer, a trip by car generates around 166 CO_2 equivalents and a trip by train only 31.[28] A simple and very effective step towards reducing CO_2 emissions and thus reducing impact on the climate in the context of project activities, is to weigh up the choice of means of transport in context of project-related activities, such as events and personal meetings and considering different transportation options such as taking a train or a bus. If a trip includes a group of people, carpooling can be an effective way to reduce the ecological footprint.

The following list of questions can help to better weigh up the choice of transportation and think about how the amount of CO_2 equivalents caused by the trip can be further reduced:[29]

[27] Eurostat (2024) Greenhouse gas emission accounts: Greenhouse gas emissions by economic activity. European Commission. Available at: https://ec.europa.eu/eurostat/statistics-explained/index.php?title=Greenhouse_gas_emission_accounts#Greenhouse_gas_emissions_by_economic_activity (accessed: 24th of January, 2025).
[28] Vergleich der durchschnittlichen Emissionen einzelner Verkehrsmittel im Personenverkehr, Umweltbundesamt. Available at: https://www.umweltbundesamt.de/bild/vergleich-der-durchschnittlichen-emissionen-0?utm_source=chatgpt.com (accessed: 29th of January 2025)
[29] Guidance for Sustainable Business Travel for Staff and Postgraduate Researchers, University of Glasgow, 2021. Available at: https://www.gla.ac.uk/media/Media_771681_smxx.pdf (accessed: 29th of January, 2025)

- **Is travelling necessary at all?**
  Purpose and impact: What are the objectives of attending this event, and how will it contribute to professional work, the institution, or society?
  Value of in-person attendance: What specific advantages does attending in person provide?
  Alternative use of resources: Could the time or budget be better spent on other dissemination methods?
  Remote participation: Is virtual attendance an option, or are there low-carbon alternatives available?

- **Are there any alternative options instead of travel by plane?**
  Does flying truly save time when considering travel to the airport, security checks, and potential productivity loss compared to working while travelling by train?
  Is travelling by train possible?
  Is carpooling an option?

- **How can the climate impact of the trip be further reduced?**
  Multi-purpose travel: Can this trip be combined with other essential work to reduce the need for future travel?
  Pre-event preparation: Can meetings be scheduled in advance to enhance the trip's efficiency?
  On-site planning: Are there accommodation options available near public transportation?

If travelling by plane is unavoidable, the choice of flight route, airline and travel class can have a significant impact on the greenhouse gas emissions generated. Direct flights are less harmful to the environment as most of the CO_2 equivalent is generated during take-off and landing. In addition, some airlines have aircraft that are more fuel-efficient. Flying economy class is also much more climate-friendly than business class, as more people can be transported in one aircraft.[30]

Once arrived at the destination, use public transportation if possible or take a walk to the venue. When planning the trip, book hotels that are within walking distance or can be reached by public transportation.

4.1.1.4 Events and Meetings

The organisation of events and the implementation of project meetings offer a variety of opportunities to implement sustainable concepts. In addition, the implementation of sustainable concepts at events clearly signals the consortium's commitment to promoting and adhering to sustainable principles.

[30] Green meetings participant guide, United Nations Economic and Social Commission for Asia and the Pacific. Available at: https://www.unescap.org/sites/default/files/Green Meetings Participant-guide.pdf (accessed: 29th of January 2025)

Following the previous chapter “4.1.1.3 Transport and Travelling”, organising a sustainable event or meeting starts with minimising travel by considering virtual or hybrid formats to reduce greenhouse gas emissions.

Following topics should be considered to organise events and meetings in a way that protects the environment, resources and climate.[31, 32]

- **Venue:** Choose a venue close to public transport or within walking distance encourages green transportation. A waste management (recycling system) and an energy-efficient structure (e.g. lighting and temperature control options) should be in place. The use of green electricity at the venue would be desirable. Preference should be given to venues with a sustainability strategy. To include not only environmental aspects but also socially integration, the venue should be barrier-free.

- **Arrival, departure, and mobility on site:** Attendees should be encouraged to travel sustainably, use the train, or carpool. Incentives for climate-friendly travel to and from the event and mobility on site can be created by linking the event ticket with the use of public transport.

- **Accommodation:** For accommodations, hotels near the event and with green certifications are ideal.

- **Catering:** Catering should use reusable plates and utensils, and water should be served in refillable containers. Local and organic food options, along with vegetarian and vegan choices, help reduce the event’s carbon footprint. Fair trade certification can be considered for critical foods such as coffee and cocoa. To avoid food waste, you can enter partnerships with organisations that donate the leftover food.

- **Waste management:** Waste management is crucial. Minimising waste is the top priority. For unavoidable waste labelled recycling bins should be provided throughout the venue for waste separation, and attendees should be informed about proper disposal. Digital communication should replace printed materials to reduce paper waste. Sustainable practices, like waste separation and the use of reusable dishes, should be prioritised. Guests should be encouraged to participate in sustainable practices, such as minimise and separate waste.

- **Event marketing and public relations:** To ensure a climate-friendly event, the public is informed at an early stage about the event’s sustainability concept, including available eco-friendly mobility options such as bus and train schedules, nearby stops, and carpooling opportunities, communicated via the website and flyers. Additionally, all participants, organisers, and service

[31] Green Event BW – Leitfaden für nachhaltige Veranstaltungen, Ministerium für Umwelt, Klima und Energiewirtschaft Baden-Württemberg, 2022. Available at: https://www.nachhaltigkeitsstrategie.de/fileadmin/Downloads/Projekte_Veranstaltungen/Green_Event/Green-Event-BW_Leitfaden-fuer-nachhaltige-Veranstaltungen_BF.pdf (accessed: 30th of January 2025]
[32] Programme Manual December 2024. Interreg Alpine Space Programme. Available at: https://www.alpine-space.eu/wp-content/uploads/2024/12/20241210_ASP_ProgrammeManual_December2024.pdf (last accessed: 24th of January, 2025)

providers receive clear guidelines on the criteria and requirements for a climate-friendly event. Use of decorations and promotional gifts should be avoided or reduced. Alternatively, reusable decorations can be used.

- **Procurement:** Printed advertising materials should be used sparingly. Using recycled paper (e.g., for brochures, information materials, posters, toilet paper, tickets, and napkins) should be preferred. The shipping of letters, packages, and express deliveries should be CO_2-neutral. To minimise transport distances and to strengthen the local economy, local suppliers should be preferred whenever possible. Products and supplier with sustainability strategies and fair working conditions are to prioritise. Service providers should implement climate protection measures, such as using renewable energy, electric vehicles, energy-efficient technology, and regional products or participating in sustainability or climate protection initiatives.

By prioritising sustainable practices, event organisers can significantly reduce the environmental impact, promote sustainability, and inspire attendees to adopt more eco-friendly habits.

The HACK-IT-NET project partners should consider these environmental and social aspects while planning not only events but also meetings within the project, e.g. while creating the info pack guiding the partners in organising their trip.

4.1.2 Ethical Standards and Social Responsibility

Ethical and social responsibility are fundamental principles that guide the implementation of this project. As an EU-co-funded initiative, HACK-IT-NET project maintains **high ethical standards, promoting fairness, and ensuring inclusivity** across all activities.

All HACK-IT-NET consortium members commit to the following **core ethical principles** and contribute to positive societal impact:

- **Integrity and Transparency**
  - All project activities will be conducted with honesty, accountability, and openness.
  - Financial management, decision-making, and reporting processes will be fully transparent, following responsible data management and documentation standards.
  - Zero tolerance for corruption, fraud, or misrepresentation in any form.

- **Human Rights and Non-Discrimination**
  - Zero tolerance for discrimination based on gender, ethnicity, religion, disability, sexual orientation, or socioeconomic background, ensuring compliance with the EU Charter of Fundamental Rights.[33]
  - Equal opportunities will be promoted at all levels of project implementation, actively supporting diversity in research teams and leadership.
  - The project will encourage team members to respect diverse cultural norms and values, both within the consortium and in external communications. This involves culturally sensitive language and avoiding stereotypes in all project documentation and materials.
  - When conducting research involving human participants, ethical considerations regarding informed consent and privacy protection, as well as data confidentiality will be rigorously followed, ensuring compliance with GDPR and ethical research standards.

- **Fair Working Conditions and Well-Being**
  - A zero-tolerance policy will be enforced regarding harassment or abuse, creating a safe, respectful environment for all participants.

- **Inclusive and Accessible Research and Innovation**
  - Promoting open access to research findings whenever possible to foster knowledge-sharing and transparency in accordance with Open Science principles.
  - The project commits to engaging a diverse range of stakeholders throughout the research and innovation process.

- **Diversity, Equity, and Inclusion**
  - Actively promoting gender equality in all project activities, ensuring balanced representation in leadership roles and decision-making bodies, in alignment with EU gender equity policies.[34]
  - Foster a culture of inclusivity within the consortium.

- **Ethical Procurement and Supply Chains**
  - Ensuring that all procured goods and services adhere to fair labor standards and are free from human rights violations (e.g., child labor, unfair wages).
  - Giving preference to suppliers who adhere to ethical and sustainable business practices.
  - Verifying that all project partners uphold the same ethical and social responsibility standards, ensuring full transparency and accountability in procurement processes.
  - All procurement decisions will be fully documented and transparent, ensuring that there is no favoritism or unethical behavior involved. Open tender processes will be conducted to ensure fairness in selecting suppliers and contractors.

[33] Charter of Fundamental Rights of the European Union, European Parliament, 2000. Available at: https://www.europarl.europa.eu/charter/pdf/text_en.pdf (accessed: 20th of February, 2025).
[34] Gender equality strategy, European Commission, Available at: https://commission.europa.eu/strategy-and-policy/policies/justice-and-fundamental-rights/gender-equality/gender-equality-strategy_en (accessed: 20th of February, 2025).

- **Community Engagement and Knowledge Sharing**
  - Encouraging educational outreach and knowledge exchange to promote ethical and sustainable innovation.
  - Supporting capacity-building activities in disadvantaged regions or communities whenever feasible.

Ethical standards and social responsibility are foundational values that define the project's long-term impact. By upholding integrity, inclusivity, and fairness, the project sets an example for responsible research and innovation. The ethical principles outlined here will guide not only the project's activities but also future collaborations and initiatives beyond its duration.

4.1.3 Alignment with the UN SDGs

By integrating the SDGs, this project ensures that sustainability is not an isolated objective but a guiding principle for decision-making and operations. The project's contributions to climate action, sustainable consumption, and clean energy create long-term impact beyond its duration. Moving forward, the HACK-IT-NET consortium will continue to explore innovative ways to enhance its sustainability efforts, sharing its findings and experiences with the broader EU research and innovation community.
At organisational level, sustainability primarily addresses the following SDGs:

- **SDG 4 – Quality Education**
  By implementing project greening and social fairness approaches, the HACK-IT-NET project contributes to SDG 4 by providing resources that improve knowledge dissemination and raising awareness on sustainability.

- **SDG 7 – Affordable and Clean Energy**
  By implementing project greening approaches, the HACK-IT-NET project contributes to SDG 7 by minimising energy consumption via smart energy management, promoting energy efficiency in office spaces and project activities.

- **SDG 10 – Reduced Inequalities**
  By implementing social fairness approaches and ethical standards, the HACK-IT-NET project contributes to SDG 10 by promoting gender equality and diversity.

- **SDG 12 – Responsible Consumption and Production**
  By implementing project greening approaches, the HACK-IT-NET project contributes to SDG 12 by reducing resource use through a "paperless by default" approach, implementing sustainable procurement via prioritising eco-certified products and suppliers, minimising waste in project meetings and events, encouraging circular economy principles.

- **SDG 13 – Climate Action**
  By implementing project greening approaches, the HACK-IT-NET project contributes to SDG 13 by actively reducing CO_2 emissions through prioritising virtual collaboration and train travel over flights (sustainable mobility solutions), raising awareness about climate-responsible project management among consortium members, and by sustainable event management, by reducing waste and reducing the environmental footprint of project activities through digitalisation and resource-efficient planning.

- **SDG 17 – Partnerships for the Goals**
  By implementing project greening approaches and ethical standards, the HACK-IT-NET project contributes to SDG 17 by encouraging strong partnerships for sustainability through fostering collaboration among consortium members on green initiatives, sharing best practices and sustainability knowledge across EU-funded projects, engaging with stakeholders, institutions, and policymakers to promote sustainable research and innovation practices.

4.2 Project Activity Level: Thematic Goals and Commitments (associated to PPs pilots)

The HACK-IT-NET project fosters the three H&C OUTCOMES – “Advancing green and e-hospitals”, “Boosting customised technology transfer” and “Improving system-level service provision” (also see chapter 1.2.2). These OUTCOMES will be addressed in the project partners piloting activities associated to the three APPROACHES (CAREavan, STEMlab, PolicyParley).

As sustainability should be considered at every stage of the project, it is crucial to design and conduct the pilot projects accordingly. This section provides practical guidelines for the effective integration of sustainability in this process, providing each APPROACH with tangible sustainable objectives and strategies to reach these objectives.

When developing their pilot projects and long-term solutions, each partner should ask themselves how their own pilot activity can be made sustainable, and which sustainable principles play a key role (also see chapter 4.1). The APPROACH leaders (PP8 – CAREavan, PP5 – STEMlab, PP3 – PolicyParley) should ensure that sustainability is taken into account when developing the pilots.

4.2.1 Advancing Green and E-Hospitals – CAREavan

"A green and healthy hospital is one that promotes public health by continuously reducing its environmental impact and ultimately eliminating its contribution to the burden of disease. A green and healthy hospital recognises the connection between human health and the environment and demonstrates that understanding through its governance, strategy and operations".[35]

Advancing green and digital hospitals is one of three key OUTCOMES of the HACK-IT-NET project that will be addressed by the APPROACH CAREavan, a roadshow, bringing health and care solution providers to health and care administrators and workers to promote interaction, inspiration and awareness raising. Environmental sustainability has a dual significance within this OUTCOME: on the one hand in the implementation of the APPROACH (also see chapter 4.1), and on the other hand in terms of the OUTCOME's objectives.

With the CAREavan APPROACH, the HACK-IT-NET project raises awareness on sustainability and digitalisation to create a general understanding of and participation in sustainable healthcare and, thus, contribute to integration of sustainable tools and practices into healthcare institutions. Promoting a culture of environmental awareness among healthcare professionals and staff will improve alignment with SDG and Environmental, Social and Governance (ESG) targets in the healthcare sector. The aim is to minimise the carbon footprint and environmental impact by using resources responsibly and promoting a circular economy and resource efficiency in healthcare (e.g. reduction of waste and energy consumption).

Possible fields of CAREavan activity for advancing sustainable practices in healthcare facilities are:[36, 37]

- Engaged Leadership
- Greening the Operating Room
- Waste
- Pharmaceuticals and Chemicals
- Water
- Energy
- Sustainable Procurement (e.g. medical devices)
- Food
- Transportation
- Buildings
- Climate and Health

[35] A Comprehensive Environmental Health Agenda for Hsopitals and Health Systems Around the World, Health Care Without Harm, 2011. Available at https://greenhospitals.org/sites/default/files/2021-09/Global-Green-and-Healthy-Hospitals-Agenda_3.pdf (last accessed: 27th of February, 2025)
[36] Sustainable Solutions for Health Care, Health Care Without Harm, Practice Greenhealth and Greenhealth Management, Available at https://practicegreenhealth.org (last accessed: 27th of February 2025)
[37] Sustainability Agenda, Health Care, Health Care Without Harm and Practice Greenhealth. Available at https://greenhospitals.org/goals (last accessed: 27th of February, 2025)

They are closely interconnected and can be interdependent.

Strategies relevant for HACK-IT-NET project that can be developed with the facilities include, for example:

- Bringing stakeholders together to network and exchange on sustainable topics in healthcare – involve ESG experts to improve knowledge sharing – and drive forward sustainable innovation.
- Developing and disseminating best practices to motivate and increase engagement (e.g. for waste reduction and circular economy principles).
- Offering training and resources for integrating sustainability and digital tools into hospital operations.
- Raising the staff's awareness of sustainable practices and establish a collaborative system where anyone can contribute or give an idea on how to improve sustainable practices.
- Implementing resource efficient practices, circular processes and energy efficient solutions (e.g. renewable energy).
- Establishing regional loops especially for supply of provisions (e.g. food) to mitigate greenhouse gas emissions.

Advancing green and digital transformation in healthcare is closely linked to people's health and wellbeing and promoting the concept of planetary health – because environment and climate protection is health protection.

4.2.2 Improving System-Level Service Provision – PolicyParley

Access to healthcare services is a key factor for patient-centered care. As one key OUTCOME of the HACK-NET project, improving system-level service provision will be addressed by the APPROACH PolicyParley. The PolicyParley APPROACH brings policymakers closer to health and care challenges, solutions and actors through dialogue-based interactions.

PolicyParley focuses on enhancing healthcare service availability, especially in rural and cross-border areas, by bringing policymakers closer to health and care challenges, solutions and stakeholders through dialogue-based interactions, fosters strategic understanding and higher efficiency towards solution adoption.

Here too, environmental and social aspects follow the principle of double essentiality in this OUTCOME: in the implementation of the APPROACH (also see chapter 4.1), and in terms of the OUTCOME's objectives.

Improving system-level service provision leads to an increased trust in healthcare structures and professions, e.g., by raising awareness of the competencies of the professionals, the perception of their contributions to healthcare systems can be improved, leading to greater acceptance and integration in service provision. Additionally, it leverages digital tools for efficient healthcare services and strengthen collaboration, contributing to more patient-centered and accessible healthcare solutions. Integrating sustainable practices raises awareness about stainability among the pilots' participants and encourage a framework to enhance environmental and social sustainability. Fostering Citizen Science, thus, actively involving citizens in data collection and analysis, leads to better insights into healthcare needs and supports more targeted improvements.

The following strategies can help to achieve these objectives, for example:

- **Develop shared digital platforms** for healthcare service integration: Developing and implementing digital solutions that streamline healthcare services, improve accessibility, and foster collaboration among providers. This includes assessing how digital interventions can be adapted across different healthcare settings to ensure accessibility and avoid misuse.

- **Digital twins**: Utilising virtual models of healthcare systems to simulate and optimise service provision, leading to more effective decision-making and resource allocation.

- **Pilot projects in underserved or cross-border regions** to improve access and efficiency.

- **Create regional networks** to foster collaboration and information sharing among service providers, professionals and stakeholders.

- **Developing tailored communication tools to raise awareness**: Creating customised communication strategies that engage different target groups and enhance understanding of healthcare innovations to support the promotion of sustainable practices and digital solutions within healthcare facilities.

- **Participatory processes**: Encouraging stakeholder involvement in shaping healthcare policies and services. Stakeholder engagement activities, such as focus groups and workshops, illustrate this participatory approach by involving key actors, and can increase acceptance of digital and sustainable healthcare solutions.

- **Increasing awareness and attention to sustainability**: Promoting a sustainable framework for healthcare strategies through the implementation of sustainability measures that align with broader ecological and social goals.

Aligning the improvement of system-level service provision with digital and sustainability-driven healthcare initiatives ensures that healthcare innovations foster collaboration among policymakers, professionals, and citizens while promoting sustainable and digital approaches.

4.2.3 Boosting Customised Technology Transfer – STEMlab

Boosting technology transfer holds great potential for integrating sustainability into the digital transformation in healthcare by driving digital health innovation with a sustainable focus. Here too, environmental and social sustainability has a dual significance within the OUTCOME "Boosting customised technology transfer": on the one hand in the implementation of the APPROACH (also see chapter 4.1), and on the other hand in terms of possible OUTCOME objectives.

"Sustainable Health Technology encompasses the development and application of healthcare solutions that minimise environmental impact while ensuring equitable access to quality care".[38]

The STEMlab APPROACH brings health and care actors and system users closer to solution providers in an interactive co-creation lab focused on improving technology functionality, uptake via engagement concepts for science, technology, engineering, and mathematics.

This includes the development and implementation of social innovation and technologies in healthcare. By promoting open innovation and agile development approaches the leverage of digital tools in diagnostics and personalised solutions are increased and digital skills of healthcare staff are improved. Here too, sustainable principles are to be integrated at every stage of the pilots.

The following strategies can support to achieve these objectives, including ecological and social aspects, for example:

- Developing co-creation workshops with a defined focus group and carry out pilots to align technologies with medical and care needs.
- Promoting the consideration and integration of social and ecological principles in the development and implementation of innovations from the outset.
- Creating open innovation hubs and establish networks to connect stakeholders of the health and care ecosystem across regions, fostering collaboration and cooperation.
- Implementing and testing digital platforms to support technological innovations aligning with the patients and medical/care needs and strengthen real-time collaboration.

[38] Sustainability Directory (n.d.). Sustainable Health Technology. Available at https://sustainability-directory.com/area/sustainable-health-technology/ (last accessed: 11th of March 2025)

Boosting customised technology transfer addresses the health and care challenges, identified in HACK-IT-NET health and care needs analysis, and offers the opportunity to drive social and sustainable innovation in healthcare.

4.3 Exploitation Level – Long-lasting Impact

Sustainability at the exploitation level refers to ensuring that the outcomes, innovations, and methodologies developed during a health and care project deliver enduring benefits beyond the project's lifespan. It involves creating systems, solutions, and partnerships that remain effective, scalable, and impactful over time, driving continuous improvement in health and care services while addressing environmental, social, and economic sustainability goals.

In the context of the HACK-IT-NET project, seven objectives have been identified:

1. Scalability and Transferability: Ensuring that tools, models, and practices developed can be adapted and implemented in other regions or contexts within the healthcare sector.

2. Policy Integration: Embedding project outcomes into regional, national, or international health policies and frameworks to secure long-term adoption and alignment with public health priorities.

3. Capacity Building: Equipping healthcare providers, organisations, and stakeholders with the skills, knowledge, and resources to sustain and further develop project innovations.

4. Resilience and Adaptability: Designing solutions that are flexible enough to respond to evolving health challenges, technological advances, and socio-economic changes.

5. Environmental Responsibility: Ensuring that health and care innovations reduce ecological impacts through energy-efficient practices, waste minimisation, and sustainable resource management.

6. Equity and Accessibility: Prioritising long-term inclusivity and accessibility of health services, ensuring benefits reach underserved populations, including rural or vulnerable communities.

7. Economic Viability: Demonstrating cost-effectiveness and generating value for healthcare systems to ensure ongoing investment and support.

By focusing on these aspects, the exploitation-level sustainability ensures that the project's innovations continue to contribute to better health outcomes (SDG 3) and sustainable infrastructure and innovation (SDG 9), creating lasting impacts for communities, systems, and the environment.

In order to bridge to these seven identified objectives, the HACK-IT-NET consortium and its associated Network Operating Model will work towards establishing the following strategies:

- Strengthen partnerships between healthcare providers, policymakers, and communities to ensure sustained collaboration.
- Bridge to key relevant European networks to be updated on healthcare ecosystem in Europe.
- Enhance cross-capitalisation by connecting with key parallel initiatives.
- Foster lasting changes in healthcare practices by developing guidelines and toolkits for sustainable healthcare operations that can be replicated across the Alpine region and beyond.
- Showcase the project's potential to reduce healthcare costs, improve health outcomes, and enhance regional resilience to environmental challenges.
- Share project results, best practices, and innovative tools with other regions and sectors and ensure project's results uptake for further implementation.

These strategies will be supported by indicators which will be elaborated as part of the HACK-IT-NETwork Operating Model. A few potential indicators have been written below which should serve as inspiration to ensure long-lasting impact of the HACK-IT-NET project:

- Number of participations in relevant EU network event;
- Number of project results used after the end of the project.

5 Implementation Framework

The implementation of the Sustainability Charter in the project follows a systematic, multi-phase approach from co-creation and operational integration to long-term institutionalisation. By embedding sustainability at every stage, the project ensures measurable impact, long-term resilience, and a legacy of sustainable healthcare transformation in the Alpine Space. This charter should serve as a base for any project action, ensuring that sustainability is transversally integrated to the project structure (from project organisation to the development of the pilots and the long-lasting solutions).

- **Phase 1: Co-create the HACK-IT-NET Sustainability Charter.**
  - Define the Charter's Scope and Objectives – alignment with project's thematic goals, integration of the environmental, social and economic sustainability principles within the project's activities, ensure the consistency with SDGs (especially SDGs 3 & 9), the European Green Deal and any other relevant regional and national policies.

- Co-create the Sustainability Charter with the project partners, including the APPROACHES and pilot projects of the partners based on the evaluated OUTCOMES, which are based on the results of the needs analysis with project observers and relevant stakeholders (D1.1.2). It is done through co-creation workshops.

- **Phase 2: Sign the HACK-IT-NET Sustainability Charter.**
  - Ensure that the partners sign the charter, encouraging them to integrate sustainability considerations within each project activities they are involved in.
  - In this direction, each project partner should assign a project sustainability manager (PSM) within their team which will ensure that sustainability is considered at each level: organisational, operational and exploitation level. This PSM will oversee its pilot and solution implementation and ensure that sustainability is widely covered and considered.

- **Phase 3: Develop sustainability action plans for each pilot arena associated to indicators.**
  - Sustainability considerations should be integrated in each pilot plan by each project partner with the support and direction of the PSM, comprising clear actions and indicators.

- **Phase 4: Monitoring & evaluation of the implementation of these sustainability plans during the piloting phase.**
  - During the pilot implementation phase, each project partner integrates sustainability measures and gladly communicates on it, raising awareness on sustainability consideration among relevant outreached stakeholders.
  - BIOPRO as lead of the WS on Impact and Sustainability will create a monitoring system which will support the project partners to report on their action regarding sustainability. The monitoring system will be a dynamic tool that will be adapted as required.
  - ProMIS as communication leader will support this monitoring system by creating relevant communication material to enhance sustainability in the healthcare sector, especially targeting the Alpine Space territories.

- **Phase 5: Ensure long-term sustainability through the solution development and the representation of the sustainability criteria embedded within the pilot in regional, national and transnational policies.**
  - Each project partner advocates for the adoption of the Sustainability Charter in regional, national and transnational policies.
  - Each project partner learns and develops long-lasting solutions, embedding sustainability considerations.
  - Policy-recommendations emerging from the HACK-IT-NET project should highly emphasise sustainable goals, exploring how to upscale successful piloting action across the Alpine Space region and among other regions (especially through the Exploitation Communities established in the project).

6 Review and Adaptation

Every six months, during the physical partner meeting, each project partner will present how they used the Sustainability Charter and how they put it in action to ensure this Sustainability Charter is connected to tangible project's results.

This charter is embedded within the HACK-IT-NETwork Operating Model and therefore will be further expanded during the project lifetime.

This final version is the only version planned to be signed by the project partners. A second round of signature might however happen if strong amendments have to be included after the Sustainablity Charter has been signed. More specifications to the charter will be included in the HACK-IT-NETwork Operating Model, which doesn't require new signatures.

7 Conclusion and Endorsement

Sustainability is a responsibility of each individual project partner in the HACK-IT-NET project. This Sustainability Charter provides a structured approach for integrating sustainable practices at all levels – organisational, operational and exploitational – and ensures that all project partners have clear guidelines and practical tools to drive sustainable solutions.

By embedding sustainability into the Network's Operating Model, a system is created in which sustainable thinking guides decisions and actions across all project activities processes. The indicators provided serve as a practical tool that enables partners to systematically evaluate and implement sustainability measures. However, these serve only as an inspiration. Each project partner is encouraged to develop further measures and tools and to adapt them to its activities within the HACK-IT-NET project.

The Sustainability Charter will strengthen the engagement to sustainable healthcare, service delivery and innovation. It will not only improve current practices, but shape a future where innovation drives the long-term and effective sustainability of healthcare services. Sustainability should move from a goal to a fundamental principle that shapes the common future. Sustainability should be considered at every level, in every decision and in every act.

8 ANNEX – Signatures

The Sustainability Charter was signed by the HACK-IT-NET project partners on the following pages.
By signing the Sustainability Charter, the project partners confirm that this document has been taken note of and confirm their interest in the sustainable principles of the HACK-IT-NET project. The project partners will take it into account wherever possible.

Project Partner 1 | Active Local Health Authority Veneto Region; Italia (ProMIS)

By signing the Sustainability Charter, the project partner confirms that this document has been taken note of and confirms its interest in the sustainable principles of the HACK-IT-NET project. The project partner will take it into account wherever possible.

Il Project Manager
dott.ssa Lisa Leonardini
ProMIS - Programma Mattone Internazionale Salute
Regione del Veneto
AULSS 10 "Veneto Orientale"

Signature	Signature
LISA LEONARDINI	
Name (Block letters)	Name (Block letters)
Technical Coordinator of the ProMIS	
Position	Position
Venice, 12.06.2025	
Place, Date	Place, Date

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Alpine Space

HACK-IT-NET

Project Partner 2 | Autonomous Province of Trento; Italia (PAT)

PROVINCIA AUTONOMA DI TRENTO

By signing the Sustainability Charter, the project partner confirms that this document has been taken note of and confirms its interest in the sustainable principles of the HACK-IT-NET project. The project partner will take it into account wherever possible.

Signature

DIPARTIMENTO SALUTE E POLITICHE SOCIALI
Il Dirigente Generale
- Dott. Antonio D'Urso

Signature

DIEGO CONFORTI

Name (Block letters)

HEAD OF INNOVATION AND RESEARCH OFFICE

Position

TRENTO, 09/06/2025

Place, Date

ANTONIO D'URSO

Name (Block letters)

GENERAL MANAGER DEPT. OF HEALTH AND SOCIAL POLICIES

Position

TRENTO, 09/06/2025

Place, Date

Interreg Co-funded by the European Union

Alpine Space

HACK-IT-NET

Project Partner 3 | Active Health Agency of Lower Austria; Österreich (NÖ LGA)

LANDES GESUNDHEITS AGENTUR

By signing the Sustainability Charter, the project partner confirms that this document has been taken note of and confirms its interest in the sustainable principles of the HACK-IT-NET project. The project partner will take it into account wherever possible.

Signature

Mag. Elke LEDL
Name (Block letters)

Head of Initiative Healthacross
of the Health Agency of Lower Austria
Position

St. Pölten, 03.06.2025
Place, Date

Signature

Mag. Dr. Med. Elisabeth BRÄUTIGAM, MBA
Name (Block letters)

Board Member Health Agency
of Lower Austria
Position

St. Pölten, 03.06.2025
Place, Date

Interreg Co-funded by the European Union

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HACK-IT-NET

Project Partner 4 | Active Carinthia University of Applied Sciences - non-profit; Österreich (CUAS)

KÄRNTEN University of Applied Sciences

By signing the Sustainability Charter, the project partner confirms that this document has been taken note of and confirms its interest in the sustainable principles of the HACK-IT-NET project. The project partner will take it into account wherever possible.

Signature	Signature
OBERZAUCHER JOHANNES	MAJA ČETIĆ
Name (Block letters)	Name (Block letters)
LEAD HAT (IARA)	JUNIOR RESEARCHER
Position	Position
VILLACH, 02.06.25	VILLACH, 02.06.2025
Place, Date	Place, Date

Interreg Co-funded by the European Union

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HACK-IT-NET

Project Partner 5 | Active University Medical Centre Maribor; Slovenija (UKCM)

UKC MARIBOR Univerzitetni klinični center Maribor

By signing the Sustainability Charter, the project partner confirms that this document has been taken note of and confirms its interest in the sustainable principles of the HACK-IT-NET project. The project partner will take it into account wherever possible.

Signature	Signature
IGOR ROBERT ROJ	ALJAŽ HÖLBL
Name (Block letters)	Name (Block letters)
PROJECT LEADER	PROJECT COORDINATOR
Position	Position
29. 5. 2025	29. 5. 2025
Place, Date	Place, Date

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Alpine Space

HACK-IT-NET

Project Partner 6 | Active BioValley France; France (BVF)

france BIOVALLEY l'innovation santé

By signing the Sustainability Charter, the project partner confirms that this document has been taken note of and confirms its interest in the sustainable principles of the HACK-IT-NET project. The project partner will take it into account wherever possible.

Signature	Signature
DREYER	PIRES-NEUPERT
Name (Block letters)	Name (Block letters)
Director	International Relations Officer
Position	Position
Strasbourg 10.06.2025	Strasbourg 11/06/2025
Place, Date	Place, Date

Interreg Co-funded by the European Union

Alpine Space

HACK-IT-NET

Project Partner 7 | BIOPRO Baden-Württemberg GmbH; Deutschland (BIOPRO)

BIOPRO Baden-Württemberg GmbH

By signing the Sustainability Charter, the project partner confirms that this document has been taken note of and confirms its interest in the sustainable principles of the HACK-IT-NET project. The project partner will take it into account wherever possible.

Signature	Signature
Dr. Barbara Jonischkeit	
Name (Block letters)	Name (Block letters)
CEO	
Position	Position
Stuttgart, 10.6.25	
Place, Date	Place, Date

Project Partner 8 | Active Bayern Innovativ GmbH; Deutschland (BI)

bayern innovativ Health

By signing the Sustainability Charter, the project partner confirms that this document has been taken note of and confirms its interest in the sustainable principles of the HACK-IT-NET project. The project partner will take it into account wherever possible.

Signature	Signature
Dr. Harald Unterweger	
Name (Block letters)	Name (Block letters)
Project leader	
Position	Position
Nuremberg, 06/06/2025	
Place, Date	Place, Date

Interreg Co-funded by the European Union

Alpine Space

HACK-IT-NET

Project Partner 9 | Active Lucerne University of Applied Sciences and Arts; Schweiz (HSLU)

Lucerne University of Applied Sciences and Arts
HOCHSCHULE LUZERN

By signing the Sustainability Charter, the project partner confirms that this document has been taken note of and confirms its interest in the sustainable principles of the HACK-IT-NET project. The project partner will take it into account wherever possible.

Signature	Signature
ANDREW PAICE	Martin Biallas
Name (Block letters)	Name (Block letters)
HEAD iHomeLab	Lect. Res.
Position	Position
Horw, 03/06/2025	Horw, 03.06.2025
Place, Date	Place, Date

8.2. Letters of Commitment signed

In the following section, the signed Letters of Commitment (LoCs) are presented, which were established to support a structured and transparent cooperation model within the HACK-IT-NET network. Through these LoCs, five project partners formalised their collaboration with key external stakeholders, demonstrating mutual interest in knowledge transfer and the joint exploiration of innovative Health and Care solutions across the Alpine region.

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Alpine Space

PROVINCIA AUTONOMA DI TRENTO

Azienda Provinciale per i Servizi Sanitari
Provincia Autonoma di Trento

HACK-IT-NET

Health And Care Knowledge and Innovation Transfer NETwork (HACK-IT-NET)

Letter of Commitment

Provincia Autonoma di Trento
Piazza Dante, 15
38122 Trento (TN), Italia

Azienda Provinciale per i Servizi Sanitari
Via Alcide Degasperi, 79
38123 Trento (TN), Italia

HACK-IT-NET

1. Opening / Introduction

The HACK-IT-NET project aims to build a transnational community in the Alpine region, fostering innovation and knowledge transfer in the health and care sector. By connecting stakeholders across six countries, the project drives the implementation of sustainable and digital solutions for future-ready healthcare. Each partner develops a pilot to address regional challenges and share best practices.

Within the project HACK-IT-NET, Provincia Autonoma di Trento (PAT) pilot focuses on exploring potential frameworks for integrating social innovation solutions, including digital health tools, into the local community. By actively engaging local stakeholders, such as healthcare professionals, policymakers, and community representatives, the pilot identifies barriers and enablers and assess the impacts of digitally-enabled social innovation on the healthcare system, thereby fostering collaboration, accessibility, and scalability of the solutions.

The objective of this Letter of Commitment is to formalise the relationship between PAT and Azienda Provincia per i Servizi Sanitari (APSS) within the European project HACK-IT-NET (Interreg Alpine Space).

Joining the network offers partners direct access to a cross-sector and cross-border community addressing health and care challenges in the Alpine region as well as unique opportunities for cooperation and knowledge exchange.

2. Scope of Commitment

In relation to PAT pilot, APSS commits to:

- Provide feedback on PAT pilot, for example on its concept, content or results.
- Be part of the HACK-IT-NET Network aiming at coping with health and care challenges, especially in the Alpine region.

Further, PAT invites APSS to the following events:

- 1 online Exploitation Workshop as part of the ideation phase for the flagships' establishment.
- 1 Open Innovation Day organised by PAT to support broad outreach of innovation coping with critical health and care challenges.

APSS is encouraged to inform PAT about project-related activities, including the uptake of project results, to facilitate effective exchange.

Contributions from APSS made under this signed Letter of Commitment will be reported to the project partners by PAT, who bears sole responsibility for reporting to the HACK-IT-NET consortium.

3. Duration and Terms

This Letter of Commitment binds the two organisations to the points outlined above for the duration of the HACK-IT-NET project, meaning from the date of signature until June 2027.

4. Closing Statement

This Letter of Commitment creates a bilateral cooperation scheme integrated within the Network Operating Model of the HACK-IT-NET project to spread ideas in terms of the health and care challenges in Europe and especially in the Alpine region within the scope of the HACK-IT-NET project.

Signature	Signature
DIEGO CONFORTI	ANTONIO FERRO
Name (Block letters)	Name (Block letters)
HEAD OF INNOVATION AND RESEARCH OFFICE	DIRECTOR GENERAL
Position	Position
TRENTO, 09/12/2025	TRENTO, 17/12/2025
Place, Date	Place, Date

5. Institutional Profiles

Provincia Autonoma di Trento (PAT), or Autonomous Province of Trento, is a public body and an Italian administrative division with a special autonomous status. The Province is granted legislative and administrative autonomy under Italy's constitution, especially concerning social policies, local economy, education, and health. It participates in the HACK-IT-NET project through the Innovation and Research Office within the Health and Non-self Sufficiency Policies Unit that refers to the Department of Health and Social Policies.

Azienda Sanitaria per i Servizi Sanitari (APSS), or Provincial Agency for Health Services of Trento, is a healthcare trust operating as a public body with entrepreneurial autonomy under the Province of Trento. APSS is the local health authority for the entire provincial territory and coordinates health activities across all levels of care provided under the Provincial Health Service.

Interreg Co-funded by the European Union

Alpine Space

PROVINCIA AUTONOMA DI TRENTO

HUB INNOVAZIONE TRENTINO

HACK-IT-NET

Health And Care Knowledge and Innovation Transfer NETwork (HACK-IT-NET)

Letter of Commitment

Provincia Autonoma di Trento
Piazza Dante, 15
38122 Trento (TN), Italia

Fondazione Hub Innovazione Trentino
Piazza Manci, 17
38123 Trento (TN), Italia

1. Opening / Introduction

The HACK-IT-NET project aims to build a transnational community in the Alpine region, fostering innovation and knowledge transfer in the health and care sector. By connecting stakeholders across six countries, the project drives the implementation of sustainable and digital solutions for future-ready healthcare. Each partner develops a pilot to address regional challenges and share best practices.

Within the project HACK-IT-NET, Provincia Autonoma di Trento (PAT) pilot focuses on exploring potential frameworks for integrating social innovation solutions, including digital health tools, into the local community. By actively engaging local stakeholders, such as healthcare professionals, policymakers, and community representatives, the pilot identifies barriers and enablers and assess the impacts of digitally-enabled social innovation on the healthcare system, thereby fostering collaboration, accessibility, and scalability of the solutions.

The objective of this Letter of Commitment is to formalise the relationship between PAT and Fondazione Hub Innovazione Trentino (HIT) within the European project HACK-IT-NET (Interreg Alpine Space).

Joining the network offers partners direct access to a cross-sector and cross-border community addressing health and care challenges in the Alpine region as well as unique opportunities for cooperation and knowledge exchange.

2. Scope of Commitment

In relation to PAT pilot, HIT commits to:

- Provide feedback on PAT pilot, for example on its concept, content or results.
- Be part of the HACK-IT-NET Network aiming at coping with health and care challenges, especially in the Alpine region.

Further, PAT invites HIT to the following events:

- 1 online Exploitation Workshop as part of the ideation phase for the flagships' establishment.
- 1 Open Innovation Day organised by PAT to support broad outreach of innovation coping with critical health and care challenges.

HIT is encouraged to inform PAT about project-related activities, including the uptake of project results, to facilitate effective exchange.

Contributions from HIT made under this signed Letter of Commitment will be reported to the project partners by PAT, who bears sole responsibility for reporting to the HACK-IT-NET consortium.

3. Duration and Terms

This Letter of Commitment binds the two organisations to the points outlined above for the duration of the HACK-IT-NET project, meaning from the date of signature until June 2027.

4. Closing Statement

This Letter of Commitment creates a bilateral cooperation scheme integrated within the Network Operating Model of the HACK-IT-NET project to spread ideas in terms of the health and care challenges in Europe and especially in the Alpine region within the scope of the HACK-IT-NET project.

Signature	Signature
DIEGO CONFORTI	IVONNE FORNO
Name (Block letters)	Name (Block letters)
HEAD OF INNOVATION AND RESEARCH OFFICE	PRESIDENT, FONDAZIONE HUB INNOVAZIONE TRENTINO
Position	Position
TRENTO, 09/12/2025	TRENTO, DATE OF THE DIGITAL SIGNATURE
Place, Date	Place, Date

5. Institutional Profiles

Provincia Autonoma di Trento (PAT), or Autonomous Province of Trento, is a public body and an Italian administrative division with a special autonomous status. The Province is granted legislative and administrative autonomy under Italy's constitution, especially concerning social policies, local economy, education, and health. It participates in the HACK-IT-NET project through the Innovation and Research Office within the Health and Non-self Sufficiency Policies Unit that refers to the Department of Health and Social Policies.

Fondazione Hub Innovazione Trentino (HIT), or Trentino Innovation Hub Foundation, is an instrumental body of the Province of Trento and a research and knowledge transfer organization founded by the University of Trento, Edmund Mach Foundation, Bruno Kessler Foundation and Trentino Sviluppo. HIT participates as a member in the EUSALP Action Group 2 on economic development.

Interreg Co-funded by the European Union

Alpine Space

HACK-IT-NET

Health And Care Knowledge and Innovation Transfer NETwork (HACK-IT-NET)

Letter of Commitment

Health Agency of Lower Austria
Initiative Healthacross
Stattersdorfer Hauptstraße 6/C
3100 St. Pölten
AUSTRIA

Deggendorf Institute of Technology,
As a state institution representing the Free State of Bavaria
Dieter-Görlitz-Platz 1
94469 Deggendorf
GERMANY

Date: 15.12.2025

1. Opening / Introduction

The HACK-IT-NET project aims to build a transnational community in the Alpine region, fostering innovation and knowledge transfer in the health and care sector. By connecting stakeholders across six countries, the project drives the implementation of sustainable and digital solutions for future-ready healthcare. Each partner develops a pilot to address regional challenges and share best practices.

Within the project HACK-IT-NET, NÖ LGA develops a pilot aiming to design and implement a seasonal heat protection program for long-term care facilities. The concept is prepared in close collaboration with the Healthacross MED Gmünd center and then introduced and tested at a nursing and care center in Lower Austria, together with an innovative solution that reduces heat-related impacts for residents and staff.

The objective of this Letter of Commitment is to formalise the relationship between NÖ LGA and the Deggendorf Institute of Technology within the European project HACK-IT-NET (Interreg Alpine Space).

Joining the network offers partners direct access to a cross-sector and cross-border community addressing health and care challenges in the Alpine region as well as unique opportunities for cooperation and knowledge exchange.

2. Scope of Commitment

In relation to NÖ LGA pilot, Deggendorf Institute of Technology plans to:

- Provide feedback on NÖ LGA pilot, for example on its concept, content or results.
- Uptake the results from NÖ LGA pilot and evaluate potential pathways for adaption and scalability in its own framework.
- Be part of the HACK-IT-NET Network, supporting knowledge exchange and providing input on strategies to cope with health and care challenges, especially in the Alpine region.

Further, NÖ LGA plans to invite Deggendorf Institute of Technology to the following events:

- 1 Online Exploitation Workshop as part of the ideation phase for the flagships establishment.
- 1 Open Innovation Day organised by NÖ LGA to support broad outreach of innovation coping with critical health and care challenges.

Deggendorf Institute of Technology is encouraged, where legally and contractually permissible, to inform NÖ LGA about project-related activities, including the uptake of project results, to facilitate effective exchange.

Contributions from Deggendorf Institute of Technology made under this signed Letter of Commitment will be reported to the project partners by NÖ LGA, who bears sole responsibility for reporting to the HACK-IT-NET consortium.

3. Duration and Terms

This Letter of Commitment is not legally binding, but reflects the intention of commitment of the two organisations to the points outlined above, for the duration of the HACK-IT-NET project, meaning from the date of signature until June 2027.

4. Closing Statement

This Letter of Commitment creates a bilateral cooperation scheme integrated within the Network Operating Model of the HACK-IT-NET project to spread ideas in terms of the health and care challenges in Europe and especially in the Alpine region within the scope of the HACK-IT-NET project.

LANDES GESUNDHEITS AGENTUR

NÖ Landesgesundheitsagentur
Stattersdorfer Hauptstraße 6/C
3100 St. Pölten
Tel: +43 2742 9009 - 0
Fax: +43 2742 9009 - 499
www.landesgesundheitsagentur.at

Signature	Signature
Mag. (FH) Dr. med. Elisabeth Bräutigam, MBA	Prof. Waldemar Berg
Name (Block letters)	Präsident Name (Block letters)
Board Member Health Agency of Lower Austria	PRESIDENT
Position	Position
St. Pölten, 18.12.2025	Deggendorf, 17.12.2025
Place, Date	Place, Date

5. Institutional Profiles

The **Health Agency of Lower Austria** with its Department Initiative Healthacross has a longstanding experience in managing and implementing cross-border healthcare projects to improve patient access and care especially in border regions. These efforts have fostered better integration and customization of medical services, addressing the unique challenges faced in lagging areas. The Initiative has also implemented several healthcare digitalization projects, enhancing administrative processes, care coordination, and patient safety. This expertise provides a solid foundation for utilizing advanced models to support decision-making and optimize healthcare delivery.

The **Deggendorf Institute of Technology** is a dynamic and internationally oriented university of applied sciences in Bavaria, Germany. It offers practice-driven degree programs in engineering, business, health sciences, and digital technologies, with a strong focus on innovation and global collaboration. Research activities at DIT concentrate on areas such as digitalization, renewable energy, mobility, health technologies, and sustainability. These projects are carried out in close cooperation with industry partners and international research networks. DIT actively engages in applied research initiatives that contribute to European innovation agendas and directly enhance teaching and practical applications. As a leading institution in European research, DIT served as Lead Partner in the EU-funded project DigiCare4CE, which focused on advancing digital solutions for elderly care across Central Europe. This role underlines DIT's commitment to innovation in health technologies and its strong position within transnational research collaborations.

Interreg Co-funded by the European Union

Alpine Space

HACK-IT-NET

LANDES GESUNDHEITS AGENTUR

Health And Care Knowledge and Innovation Transfer NETwork (HACK-IT-NET)

Letter of Commitment

Health Agency of Lower Austria
Initiative Healthacross
Stattersdorfer Hauptstraße 6/C
3100 St. Pölten
AUSTRIA

Office of the State Government of Lower Austria
Department of International and European Affairs
Landhausplatz 1, Haus 3
3109 St. Pölten
AUSTRIA

Date: 01.12.2025

Interreg Co-funded by the European Union

Alpine Space

HACK-IT-NET

1. Opening / Introduction

The HACK-IT-NET project aims to build a transnational community in the Alpine region, fostering innovation and knowledge transfer in the health and care sector. By connecting stakeholders across six countries, the project drives the implementation of sustainable and digital solutions for future-ready healthcare. Each partner develops a pilot to address regional challenges and share best practices.

Within the project HACK-IT-NET, NÖ LGA develops a pilot aiming to design and implement a seasonal heat protection program for long-term care facilities. The concept is prepared in close collaboration with the Healthacross MED Gmünd center and then introduced and tested at a nursing and care center in Lower Austria, together with an innovative solution that reduces heat-related impacts for residents and staff.

The objective of this Letter of Commitment is to formalise the relationship between NÖ LGA and the Department of International and European Affairs of the Office of the State Government of Lower Austria within the European project HACK-IT-NET (Interreg Alpine Space).

Joining the network offers partners direct access to a cross-sector and cross-border community addressing health and care challenges in the Alpine region as well as unique opportunities for cooperation and knowledge exchange.

2. Scope of Commitment

In relation to the pilot of NÖ LGA, the Department of International and European Affairs of the Office of the State Government of Lower Austria plans to:

- Provide feedback on NÖ LGA pilot, for example on its concept, content or results.
- Be part of the HACK-IT-NET Network in an observer role, supporting knowledge exchange and providing input on strategies to cope with health and care challenges, especially in the Alpine region.

Further, NÖ LGA invites the Department of International and European Affairs of the Office of the State Government of Lower Austria to the following events:

- 1 online Exploitation Workshop as part of the ideation phase for the flagships establishment.
- 1 Open Innovation Day organised by NÖ LGA to support broad outreach of innovation coping with critical health and care challenges.

The Department of International and European Affairs of the Office of the State Government of Lower Austria is encouraged, where legally and contractually permissible, to inform NÖ LGA about project-related activities, including the uptake of project results, to facilitate effective exchange.

Contributions from the Department of International and European Affairs of the Office of the State Government of Lower Austria made under this signed Letter of Commitment will be reported to the project partners by NÖ LGA, who bears sole responsibility for reporting to the HACK-IT-NET consortium.

3. Duration and Terms

This Letter of Commitment is not legally binding, but reflects the intention of commitment of the two organisations to the points outlined above, for the duration of the HACK-IT-NET project, meaning from the date of signature until June 2027.

4. Closing Statement

This Letter of Commitment creates a bilateral cooperation scheme integrated within the Network Operating Model of the HACK-IT-NET project to spread ideas in terms of the health and care challenges in Europe and especially in the Alpine region within the scope of the HACK-IT-NET project.

LANDES GESUNDHEITS AGENTUR
NÖ Landesgesundheitsagentur
Stattersdorfer Hauptstraße 6/C
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www.landesgesundheitsagentur.at

Signature Project Partner

Mag. jur. Dr. med. Elisabeth Bräutigam, MBA

Name (Block letters)

Board Member

Health Agency of Lower Austria

Position

St. Pölten, 18.12.2025

Place, Date

Signature Observer

Dr. Simon Ortner

Name (Block letters)

Head of Department for International and European Affairs

Office of the State Government of Lower Austria

Position

St. Pölten, 17.12.25

Place, Date

5. Institutional Profiles

The **Health Agency of Lower Austria** with its Department Initiative Healthacross has a longstanding experience in managing and implementing cross-border healthcare projects to improve patient access and care especially in border regions. These efforts have fostered better integration and customization of medical services, addressing the unique challenges faced in lagging areas. The Initiative has also implemented several healthcare digitalization projects, enhancing administrative processes, care coordination, and patient safety. This expertise provides a solid foundation for utilizing advanced models to support decision-making and optimize healthcare delivery.

The **Office of the State Government of Lower Austria** with its Department of International and European Affairs plays a key role as a strategic observer. It acts as a link to decision-makers and ensures that the project results are integrated into political strategies. With their expertise in international and European affairs, they support the overcoming of administrative hurdles and promote the integration of digital twin technologies into healthcare provision in lagging areas. They also strengthen the dissemination of project results and facilitate the scaling of proven approaches in other regions to ensure sustainable implementation.

Interreg Co-funded by the European Union

Alpine Space

HACK-IT-NET

Health And Care Knowledge and Innovation Transfer NETwork (HACK-IT-NET)

Letter of Commitment

Health Agency of Lower Austria
Initiative Healthacross
Stattersdorfer Hauptstraße 6/C
3100 St. Pölten
AUSTRIA

IMC University of Applied Sciences Krems /Austria
Piaristengasse 1
3500 Krems
AUSTRIA

Date: 11.11.2025

Interreg Co-funded by the European Union

Alpine Space

HACK-IT-NET

1. Opening / Introduction

The HACK-IT-NET project aims to build a transnational community in the Alpine region, fostering innovation and knowledge transfer in the health and care sector. By connecting stakeholders across six countries, the project drives the implementation of sustainable and digital solutions for future-ready healthcare. Each partner develops a pilot to address regional challenges and share best practices.

Within the project HACK-IT-NET, NÖ LGA develops a pilot aiming to design and implement a seasonal heat protection program for long-term care facilities. The concept is prepared in close collaboration with the Healthacross MED Gmünd center and then introduced and tested at a nursing and care center in Lower Austria, together with an innovative solution that reduces heat-related impacts for residents and staff.

The objective of this Letter of Commitment is to formalise the relationship between NÖ LGA and the IMC University of Applied Sciences Krems within the European project HACK-IT-NET (Interreg Alpine Space).

Joining the network offers partners direct access to a cross-sector and cross-border community addressing health and care challenges in the Alpine region as well as unique opportunities for cooperation and knowledge exchange.

2. Scope of Commitment

In relation to the pilot of NÖ LGA, the IMC University of Applied Sciences Krems commits to:

- Provide feedback on NÖ LGA pilot, for example on its concept, content or results.
- Be part of the HACK-IT-NET Network in an observer role, supporting knowledge exchange and providing input on strategies to cope with health and care challenges, especially in the Alpine region.

Further, NÖ LGA invites the IMC University of Applied Sciences Krems to the following events:

- 1 online Exploitation Workshop as part of the ideation phase for the flagships establishment.
- 1 Open Innovation Day organised by NÖ LGA to support broad outreach of innovation coping with critical health and care challenges.

The IMC University of Applied Sciences Krems is encouraged, where legally and contractually permissible, to inform NÖ LGA about project-related activities, including the uptake of project results, to facilitate effective exchange.

Contributions from the IMC University of Applied Sciences Krems made under this signed Letter of Commitment will be reported to the project partners by NÖ LGA, who bears sole responsibility for reporting to the HACK-IT-NET consortium.

3. Duration and Terms

This Letter of Commitment is not legally binding, but reflects the commitment of the two organisations to the points outlined above, for the duration of the HACK-IT-NET project, meaning from the date of signature until June 2027.

4. Closing Statement

This Letter of Commitment creates a bilateral cooperation scheme integrated within the Network Operating Model of the HACK-IT-NET project to spread ideas in terms of the health and care challenges in Europe and especially in the Alpine region within the scope of the HACK-IT-NET project.

LANDES GESUNDHEITS AGENTUR
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Stattersdorfer Hauptstraße 6/C
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Tel: +43 2742 9009 - 0
Fax: +43 2742 9009 - 499
www.landesgesundheitsagentur.at

Signature Project Partner

Mag. jur. Dr. med. Elisabeth Bräutigam, MBA

Name (Block letters)

Board Member Health Agency of Lower Austria

Position

St. Pölk, 09.12.2025

Place, Date

IMC Hochschule für Angewandte Wissenschaften Krems GmbH
3500 Krems, Piaristengasse 1
office@imc.ac.at
www.imc.ac.at

Signature Observer

Name (Block letters) Mag. Ulrike Prommer

CEO

Position

Krems, 10.12.2025

Place, Date

5. Institutional Profiles

The **Health Agency of Lower Austria** with its Department Initiative Healthacross has a longstanding experience in managing and implementing cross-border healthcare projects to improve patient access and care especially in border regions. These efforts have fostered better integration and customization of medical services, addressing the unique challenges faced in lagging areas. The Initiative has also implemented several healthcare digitalization projects, enhancing administrative processes, care coordination, and patient safety. This expertise provides a solid foundation for utilizing advanced models to support decision-making and optimize healthcare delivery.

The **IMC University of Applied Sciences Krems** is an internationally oriented university of applied sciences in Lower Austria. It offers practice-driven degree programs in business, health sciences, and life sciences, with a strong emphasis on internationalization and innovation.
Research activities focus on health sciences, digitalization, sustainability, and life sciences, carried out in close cooperation with industry and international partners. IMC University of Applied Sciences Krems engages in applied research projects that contribute to European research initiatives and directly inform teaching and practice.

Interreg Co-funded by the European Union

Alpine Space

HACK-IT-NET

Health And Care Knowledge and Innovation Transfer NETwork (HACK-IT-NET)

Letter of Commitment

Carinthia University of Applied Sciences | IARA Institute
Primoschgasse 8
Klagenfurt am Wörthersee, Austria, 9020
iara@fh-kaernten.at
+43 (0)5 90500 - 2134
07.11.2025

Geriatrienetzwerk Kärnten
Obersammelsdorf 21
St. Kanzian, Kärnten/Austria, 9122

Interreg Co-funded by the European Union

Alpine Space

HACK-IT-NET

1. Opening / Introduction

The HACK-IT-NET project aims to build a transnational community in the Alpine region, fostering innovation and knowledge transfer in the health and care sector. By connecting stakeholders across six countries, the project drives the implementation of sustainable and digital solutions for future-ready healthcare. Each partner develops a pilot to address regional challenges and share best practices.

Within the project HACK-IT-NET, Carinthia University of Applied Science (CUAS) develops a pilot aiming at implementing the CAREavan approach, which brings sustainability directly to healthcare settings through mobile, peer-driven, and practice-oriented services.

The pilot supports overworked healthcare professionals by providing accessible, real-life solutions that improve workflows, increase self-efficacy, and promote ecological responsibility in daily routines. CAREavan combines three service pillars: interactive **workshops** that build capacity for sustainable practice; **networking activities** that connect healthcare institutions, innovators, and policymakers; and a **roadshow** that raises awareness and engages staff and communities through hands-on, gamified learning formats.
Through this approach, CUAS facilitates cross-sector collaboration, empowers frontline workers to adopt greener practices, and contributes to building a more sustainable and resilient healthcare system across regions.

The objective of this Letter of Commitment is to formalise the relationship between CUAS and the Geriatrienetzwerk Kärnten within the European project HACK-IT-NET (Interreg Alpine Space).

Joining the network offers partners direct access to a cross-sector and cross-border community addressing health and care challenges in the Alpine region as well as unique opportunities for cooperation and knowledge exchange.

2. Scope of Commitment

In relation to CUAS pilot, **Geriatrienetzwerk Kärnten** commits to:

- Provide feedback on CUAS pilot, for example on its concept, content or results.
- Be part of the HACK-IT-NET Network aiming at coping with health and care challenges, especially in the Alpine region.

Further, CUAS invites **Geriatrienetzwerk Kärnten** to the following events:

- 1 online Exploitation Workshop as part of the ideation phase for the flagships establishment.
- 1 Open Innovation Day organised by CUAS to support broad outreach of innovation coping with critical health and care challenges.

Geriatrienetzwerk Kärnten is encouraged to inform CUAS about project-related activities, including the uptake of project results, to facilitate effective exchange.

Contributions from **Geriatrienetzwerk Kärnten** made under this signed Letter of Commitment will be reported to the project partners by CUAS, who bears sole responsibility for reporting to the HACK-IT-NET consortium.

3. Duration and Terms

This Letter of Commitment binds the two organisations to the points outlined above for the duration of the HACK-IT-NET project, meaning from the date of signature until June 2027.

4. Closing Statement

This Letter of Commitment creates a bilateral cooperation scheme integrated within the Network Operating Model of the HACK-IT-NET project to spread ideas in terms of the health and care challenges in Europe and especially in the Alpine region within the scope of the HACK-IT-NET project.

Signature	Signature
Jasmin Madreiter	Maja Četić
Name (Block letters)	Name (Block letters)
Position	Position
Velden 18.11.2025	Klagenfurt, 25.11.2025
Place, Date	Place, Date

5. Institutional Profiles

The **Carinthia University of Applied Sciences** (en: CUAS, ge: FH Kärnten) is a practice-oriented institution that combines education, research, and innovation across various disciplines. It focuses on developing sustainable and socially relevant solutions through collaboration between academia, industry, and society. With campuses in Klagenfurt, Villach, Spittal an der Drau, and Feldkirchen, the university promotes interdisciplinary learning and applied research in the fields of Engineering & IT, Health & Social Studies, Management, and Architecture. Its approach emphasizes international cooperation, practical experience, and innovation to prepare students and researchers to address real-world challenges in a global context.

Geriatrienetzwerk Kärnten is a collaborative association that brings together all eight geriatric hospital departments in Carinthia, along with experts from the Carinthia University of Applied Sciences, Klinikum Klagenfurt (KABEG), and general practitioners. The network's main goal is to strengthen and further develop geriatric care in the region through scientific research, lectures, continuing education, and cooperation with health insurance providers and funding bodies. By promoting innovative ideas and projects, the network aims to enhance the quality, visibility, and recognition of geriatric care, fostering closer connections between clinical practice, academic research, and community-based support for elderly people in Carinthia.

Interreg Co-funded by the European Union

Alpine Space

HACK-IT-NET

Health And Care Knowledge and Innovation Transfer NETwork (HACK-IT-NET)

Letter of Commitment

Caroline Dreyer, BioValley France
Bâtiment eXplora – 2 rue Marie Hamm
67000 Strasbourg
caroline.dreyer@biovalley-france.com
+33 6 61 35 46 41
27.11.2025

Julien Soulliere, Territoires de Santé de Demain
28 avenue du Rhin
67100 Strasbourg

Interreg Co-funded by the European Union

Alpine Space

HACK-IT-NET

1. Opening / Introduction

The HACK-IT-NET project aims to build a transnational community in the Alpine region, fostering innovation and knowledge transfer in the health and care sector. By connecting stakeholders across six countries, the project drives the implementation of sustainable and digital solutions for future-ready healthcare. Each partner develops a pilot to address regional challenges and share best practices.

Within the project HACK-IT-NET, BioValley France develops a pilot aiming at transforming the way of identifying and implementing innovation in hospitals by placing users - healthcare staff and patients - at the core of the process. The pilot engages diverse stakeholders to uncover pressing challenges, improve communication between teams, and surface opportunities for digital and ecological solutions. Through dedicated workshops and implementation support, the initiative seeks to accelerate the uptake of meaningful innovations and establish a replicable, sustainable model for improving care delivery.

The objective of this Letter of Commitment is to formalise the relationship between BioValley France and the "Territoire de Santé de Demain" within the European project HACK-IT-NET (Interreg Alpine Space).

Joining the network offers partners direct access to a cross-sector and cross-border community addressing health and care challenges in the Alpine region as well as unique opportunities for cooperation and knowledge exchange.

2. Scope of Commitment

In relation to BioValley France pilot, "Territoire de Santé de Demain" commits to:

- Provide feedback on BioValley France pilot, for example on its concept, content or results.
- Be part of the HACK-IT-NET Network aiming at coping with health and care challenges, especially in the Alpine region.

Further, BioValley France invites "Territoire de Santé de Demain" to the following events:

- 1 online Exploitation Workshop as part of the ideation phase for the flagship's establishment.
- 1 Open Innovation Day organised by BioValley France to support broad outreach of innovation coping with critical health and care challenges.

"Territoire de Santé de Demain" is encouraged to inform BioValley France about project-related activities, including the uptake of project results, to facilitate effective exchange.

Contributions from "Territoire de Santé de Demain" made under this signed Letter of Commitment will be reported to the project partners by BioValley France, who bears sole responsibility for reporting to the HACK-IT-NET consortium.

3. Duration and Terms

This Letter of Commitment binds the two organisations to the points outlined above for the duration of the HACK-IT-NET project, meaning from the date of signature until June 2027.

4. Closing Statement

This Letter of Commitment creates a bilateral cooperation scheme integrated within the Network Operating Model of the HACK-IT-NET project to spread ideas in terms of the health and care challenges in Europe and especially in the Alpine region within the scope of the HACK-IT-NET project.

Signature	
Dreyer Caroline	JULIEN SOULLIERE
Name (Block letters)	
Directrice Générale	Territoires de Santé de Demain
Position	
Strasbourg 02.12.2025	Strasbourg, December 2
Place, Date	

5. Institutional Profiles

BioValley France is a competitiveness cluster based in the Grand Est region that brings together start-ups, SMEs, research organisations and large groups in health innovation. It supports projects in major domains such as medicines & therapies, medical technologies, diagnostics and e-health.

"Territoire de Santé de Demain" is a +20 partners flagship programme leads by Eurométropole de Strasbourg which aims to build an integrated health and care ecosystem in the Grand Est region. It supports around 50 innovative actions (prevention, digital health, chronic-disease management) and mobilises public, private and associative players over a 10-year horizon.

Interreg Co-funded by the European Union

Alpine Space

HACK-IT-NET

Health And Care Knowledge and Innovation Transfer NETwork (HACK-IT-NET)

Letter of Commitment

BIOPRO Baden-Württemberg GmbH
Alexanderstraße 5
Stuttgart, Germany, 70184
Info(at)bio-pro.de
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14.11.2025

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Interreg Co-funded by the European Union

Alpine Space

HACK-IT-NET

1. Opening / Introduction

The HACK-IT-NET project aims to build a transnational community in the Alpine region, fostering innovation and knowledge transfer in the health and care sector. By connecting stakeholders across six countries, the project drives the implementation of sustainable and digital solutions for future-ready healthcare. Each partner develops a pilot to address regional challenges and share best practices.

Within the project HACK-IT-NET, the pilot of BIOPRO Baden-Württemberg (BIOPRO) focuses on driving sustainable transformation in healthcare through a roadshow that raises awareness of ecological sustainability and promotes responsibility along the healthcare value chain. By bringing together stakeholders from healthcare, science, and industry, the roadshow presents innovative solutions and best practices for sustainability. This roadshow aims to motivate action and strengthen collaboration for a more ecologically sustainable healthcare sector.

The objective of this Letter of Commitment is to formalise the relationship between BIOPRO and the Steinbeis Europa Zentrum within the European project HACK-IT-NET (Interreg Alpine Space).

Joining the network offers partners direct access to a cross-sector and cross-border community addressing health and care challenges in the Alpine region as well as unique opportunities for cooperation and knowledge exchange.

2. Scope of Commitment

In relation to the pilot of BIOPRO, the Steinbeis Europa Zentrum commits to:

- Provide feedback on the pilot of BIOPRO, for example on its concept, content or results.
- Be part of the HACK-IT-NET Network aiming at coping with health and care challenges, especially in the Alpine region.

Further, BIOPRO invites the Steinbeis Europa Zentrum to the following events:

- 1 online Exploitation Workshop as part of the ideation phase for the flagships establishment.
- 1 Open Innovation Day organised by BIOPRO to support broad outreach of innovation coping with critical health and care challenges.

The Steinbeis Europa Zentrum is encouraged to inform BIOPRO about project-related activities, including the uptake of project results, to facilitate effective exchange.

Contributions from the Steinbeis Europa Zentrum made under this signed Letter of Commitment will be reported to the project partners by BIOPRO, who bears sole responsibility for reporting to the HACK-IT-NET consortium.

3. Duration and Terms

This Letter of Commitment binds the two organisations to the points outlined above for the duration of the HACK-IT-NET project, meaning from the date of signature until June 2027.

4. Closing Statement

This Letter of Commitment creates a bilateral cooperation scheme integrated within the Network Operating Model of the HACK-IT-NET project to spread ideas in terms of the health and care challenges in Europe and especially in the Alpine region within the scope of the HACK-IT-NET project.

Signature	Signature
Meike Reimann	Johannes Sarx
Name (Block letters)	Name (Block letters)
Senior Project Manager – Head of Unit	Geschäftsführung
Position	Position
Stuttgart, 17.11.2025	Stuttgart, 24.11.2025
Place, Date	Place, Date

5. Institutional Profiles

As a state agency, BIOPRO Baden-Württemberg drives forward the transformation of the economy and society in order to position Baden-Württemberg for long-term success as a business and healthcare location. BIOPRO works closely with ministries, industry, and research institutions to achieve this goal. The goal is nothing less than to achieve a complete rethinking among stakeholders – towards the application of forward-looking technologies, efficient processes, and strong, profitable networking among those responsible. Based on strong applied research, this should above all strengthen Baden-Württemberg as a business location and bring benefits to consumers, patients, and companies far beyond the state's borders.

The Steinbeis Europa Zentrum is a leading partner for European innovation with more than 30 years of consulting experience focused on international markets and EU research funding. As a partner of the Enterprise Europe Network, it supports companies, start-ups, universities, research institutions, public stakeholders, clusters, and cities across the entire innovation journey: from sharpening innovation management and accessing EU funding to technology transfer, internationalisation, regional and social transformation, innovation policy design, and professional event and training management. Its thematic scope spans Digitalisation and Industry 4.0; Climate, Energy, Mobility and Smart Cities; Agriculture, Bioeconomy and Environment; Health; Culture, Creativity and Inclusion; as well as Transformation in and with the Society – enabling European innovation for a sustainable society and responsible industrial change.