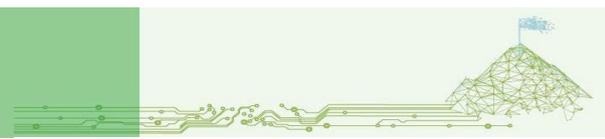




D2.1.1 AS Transnational Transfer Service Concepts, links Toolkit with AS Health & Care OUTCOMES

Final report

Version 1
06.11.2025



Document Control

Document Summary	
Project Number	ASP0500442
Project Title	HACK-IT-NET
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PP	Restricted to other programme participants	
RE	Restricted to a group specified by the consortium	
CO	Confidential, only for members of the consortium	CO

Document History			
Date	Version	Issuer	Description of changes
D0.1	Concept	MCR	Concept of the document
D0.2	Draft version	PP4/CUAS	First draft of the full deliverable
Final	Final version	PP4/CUAS	Final version reviewed by PP



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, 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 Eco-System Innovation Actors and Healthcare Actors (doctors, nurses, policymakers, system administrators, end-users, and citizens), powered by novel methods and digital tools. PPs design a transnational toolkit (O1.1) and operating model (O1.2) with a 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 solutions (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 Capitalization Plan.

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

1.2. Scope of Document & Summary

This document provides a definition of the AS Transnational Transfer Service Concepts to enable the PPs to create links between the activities of WP1 and WP2, allowing them to build on the key outputs of WP1 and implement them in the later stages of the project. This report is structured to enable each partner to plan, organize and implement future activities appropriately. Thus, this report provides the PPs with the following benefits:

- Alongside D2.1.2, build a common understanding on the objectives of A2.1 and the interlinks with the project;
- Establish a strong understanding of all the outputs of WP1 and how these should be used in WP2, creating a culture of exploiting project outcomes from an early stage in cooperation with the Sustainability & Impact Workstream (AX.3).
- Co-create a strong concept of AS Transnational Services, linking the Toolkit with the Alpine Space Health and Care OUTCOMES, which enables a first draft of the service portfolios and establishes a strong foundation for testing of the services.
- Describe a step-by-step process of:
 - Creating interlinks between different project activities and creating an overall understanding of project activities synergies



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- Summarizing the key takeaways from the three service concept co/creation workshops;
- Capitalizing on the key takeaways from co-creation sessions and drafting the three AS Transnational Service Concepts – one per APPROACH (CAREavan, STEMLab and PolicParley).
- Providing the guidelines for the upgrade of the Service Concepts after the piloting phase and creating the final version of the Service Concepts in the D3.1.1.

1.3. Audience

This document is directed at all project partnership members because all members of the partnership should participate in WP2 ideation and implementation, more specifically A2.1 through this report. It should be considered an internal document, and the appropriate status should be reflected in the “Dissemination Level” table.

1.4. Change Control Procedure & Structure

PP4/CUAS created this report, and 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 PP4/CUAS) 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 PP5/UKCM) 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 outline the process of co-creating unique Service Concepts for three APPROACHES (CAREavan, STEMLab, and PolicyParley), based on the outputs of WP1, and ensure their usage in upcoming WP2 activities. It should be noted that this report is a useful “pre-requisite” read to understand partners’ obligations to create, test, and upgrade three Service Concepts within the WP2 activities. It should be remembered that all HACK-IT-NET activities are interlinked and constantly considered when completing all objectives.

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 by addressing key Alpine Space and SDG Health and Care OUTCOMES (advancing green and e-hospitals, improving system-level service provision and boosting customized technology transfer).

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

- **WP1 Focus on Design, Develop & Co-Create** - Co-creates 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 European / 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 and 9 expansion zones) to support Alpine Space Health and Care OUTCOMES (advancing green and e-hospitals, improving system-level service provision and boosting customized technology transfer) in 3 Actor Arenas (eg. 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.



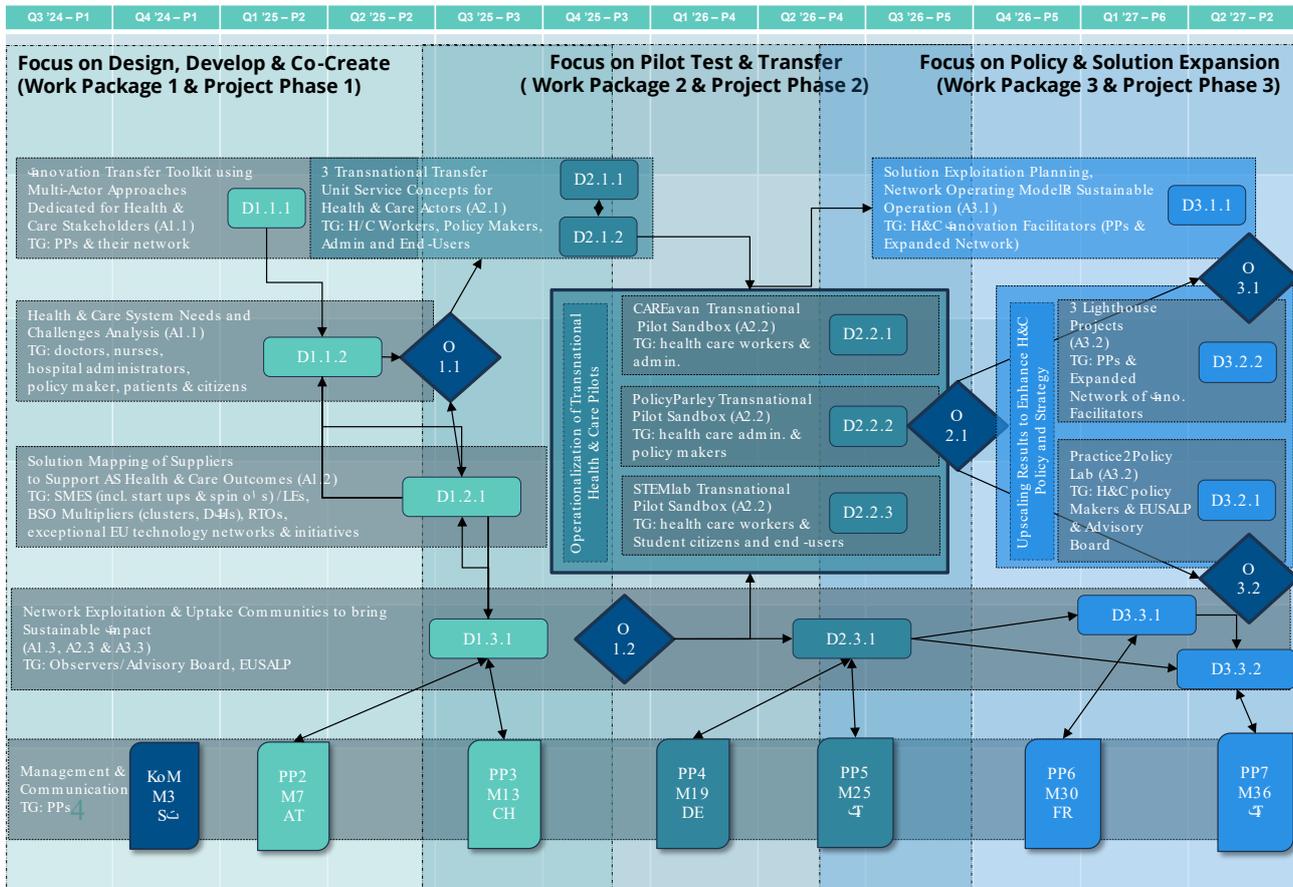


Figure 1 Project Deliverables and main Outputs (source: Project Generated, 2024)

The purpose of Work Package 2 is to:

- A2.1:** Led by PP4/ CUAS, D2.1.1 aims to transfer the knowledge from Toolkit (D1.2.1 solutions and D1.1.1 methods) (O1.1) and prepare to use the Network (O1.2) in practice. Three Service Concepts, linking to CAREavan, Parley, and STEMLab, are established to match with identified AS Health and Care OUTCOMES (advancing green and e-hospitals, boosting customized technology transfer, and improving system-level service provision). PP5/UKCM leads PPs to establish a hybrid planning environment and execute a Transnational Pilot Plan with a detailed description of 9 AS Test Zones and 9 AS Expansion Zones. through D2.1.2.
- A2.2:** Activate common Toolkit and Network approach together, linking health and care ecosystem actors to excellent AS innovation solutions, addressing key target group OUTCOMES (advancing green and e-hospitals, boosting customized technology transfer, and improving system-level service provision). 3 Pilots, CAREavan (PP8, PP7, and PP4 - D2.2.1), PolicyParley (PP3, LP1, PP2, and PP9 - D2.2.2), STEMLab (PP5 and PP6 - D2.2.3), bring advanced innovation to target groups (workers, policy/administrators, end-users).
- A2.3:** Activate the Network Operating Model established in A1.3 through 9 Open Innovation Days with regional Uptake Communities (1/PP) and engage 3 European /Alpine Space Transfer Units in Exploitation Workshops. EUSALP and Advisory Board Feedback Workshops

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are enabled (linked to 3rd HACKITathon/Mid-Term Conference M19 during DE EUSALP Presidency).

One output emerges from WP2:

Output 1.1: Transnational Pilot for Health and Care Research, Innovation, Technology, Knowledge Transfer Pathways (3 Social Innovation Methods, 3+ Spotlight Health OUTCOMES, 9 AS Test Zones and 9 AS Expansion Zones)

2.2. Mission Statement and Objective of D2.1.1

D2.1.1 is a report on digital, transferable, and transnational service concepts (1 report, 3 concepts), showing a concrete link between WP1 Toolkit and Network, to address Health and Care Ecosystem Actor Needs and AS Health OUTCOMES

This deliverable aims to develop three Service Concepts, one for each APPROACH (CAREavan, STEMLab, and PolicyParley), and to create an exploitation path for the Toolkit (D1.1.1 methods and D1.2.1 solutions) and Network (D1.3.1) within the WP2 activities to reach health and care OUTCOMES (advancing green and e-hospitals, boosting customized technology transfer, and improving system-level service provision). The service concepts are co-developed by Project Partners through three co-creation workshops implemented in June, July, and September 2025, guiding PPs towards linking the WP1 and WP2 activities. This enables PPs to define the services they aim to test within their pilots and create unique service portfolios that they can later embed within their organizations and transfer to their respective Expansion Communities. This deliverable D2.1.1 involves creating the initial Service Concepts, which are then upgraded into Service Portfolios (1/APPROACH reported in respective deliverables associated with A2.2 and A3.1) based on the key takeaways from the piloting phase. This gives PPs the opportunity to upgrade and refine their services based on feedback from their stakeholders during the testing period.

2.3. Further use of D2.1.1

This document directly contributes to WP2 and WP3 through the following activities and deliverables:

- A.2.2 PPs activate common Toolkit and Network approach together, linking health and care Ecosystem actors to excellent AS innovation solutions, addressing key target group OUTCOMES (advancing green and e-hospitals, boosting customized technology transfer, and improving system-level service provision). PPs test three Service Concepts within their Pilots, indicating the key takeaways in the associated deliverables - CAREavan (PP8, PP7, PP4 - D2.2.1), PolicyParley (PP3, LP1, PP2, PP9 - D2.2.2), STEMLab (PP5, PP6 - D2.2.3), bringing advanced innovation to target groups (workers, policy/administrators, end-users).
- A2.3 PPs implement Open Innovation Days with regional Network Exploitation and Uptake Communities (9 Open Days, 1/PP) and engage 3 EU /AS Transfer Units in Exploitation Workshops. Additionally, EUSALP and Advisory Board Feedback Workshops are enabled (linked to 3rd HACKITathon/Mid-Term Conference in M19 during DE EUSALP Presidency).



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Within these activities, PPs gather feedback on the three Service Concepts, allowing the space for the upgrade based on the inputs from the key stakeholders and lessons learned from the testing phase.

- A3.1 PPs review EU/AS Transnational Transfer Unit feedback and update the service concept accordingly. Additionally, they establish a capitalization plan to take advantage of lessons learnt (1 plan / Transfer Unit). The updated Service Concepts are outlined in D3.1.1.

2.4. Definitions

APPROACH: The APPROACH (**Pilot arena**) is a ‘branded’ name for the methodological framework that HACK-IT-NET develops to promote social-innovation-oriented exchange in a multi-actor context to improve how innovation is transferred to the health & care sector – namely the CAREEvan, 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, and 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. All of the OUTCOMES were predetermined at the time of project writing, but 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.

SOCIAL INNOVATION: Novel approaches (products, services, or models) that: (1) meet social needs related to large societal challenges such as demographic change, migration, and climate change; and (2) are being created and implemented not in a traditional for-profit setting but in collaborations and networks of the public, private and third sector and – more and more often – citizens and users of services.

METHODS: Structured approach or processes designed to guide a facilitator towards successful multi-stakeholder engagement. Methods define the *strategy* and *steps* for achieving meaningful engagement. Examples: brainstorming, brainwriting, focus groups, newsletters, etc.

USE CASES: Best practices and examples from other projects implementing similar concepts like CAREEvan, STEMLab, and POLICYparley - helping PPs gain inspiration to build and define these three approaches.

TOOLKIT – A visually appealing document that gathers different stakeholder engagement methods, including clear instructions on how to implement them, as well as use cases (examples and best practices from other projects and initiatives) for three approaches.



3. Methodology

This section outlines the process PPs followed to successfully build the AS Transnational Transfer Service Concepts, working together to fulfill all requirements of A2.1 and pave the way towards achieving project results and contributing to key outputs (O2.1).

The illustration below outlines the necessary steps for successfully completing all activities related to D2.1.1:

This section is divided into three parts:

1. Creating links between the key outputs of WP1 and WP2 activities, ensuring that all upcoming work builds on the key takeaways from WP1 and the tools created, and that these are used and implemented.
2. Providing an overview of the process of developing the three service concepts.
3. Summarizing the key takeaways from the three co-creation workshops.

3.1. Connections with other Deliverables

The main objective of the AS Transnational Transfer Service Concepts is to prepare the partnership for the piloting/testing phase, ensuring that it builds on the key learnings from WP1 and that all the tools created are used and understood. This section outlines the links between WP1 and WP2 activities, and the main considerations when developing the three service concepts.

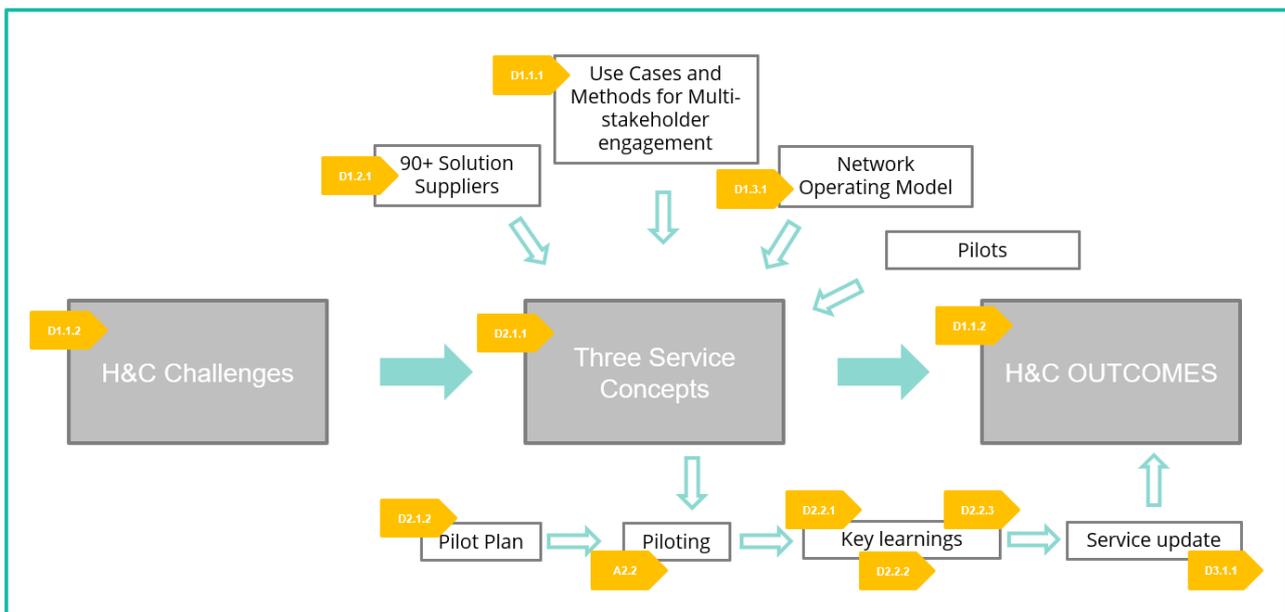


Figure 2 - Interlinks between different HACK-IT-NET project activities (Source: Author-generated, 2025)

As shown in the illustration above, all deliverables from WP1 have been used to define the service concepts. The AS Transnational Transfer Service Concepts (hereafter referred to as 'service concepts') represent the services that the PPs aim to offer within their APPROACHES (CAREavan, STEMLab, and PolicyParley) and test within their piloting activities. The service concepts are based on PPs planned pilots aiming to address the health and care challenges identified in D1.1.2 and achieve the health and care outcomes.

The illustration below outlines the key health and care challenges identified in D1.1.2:

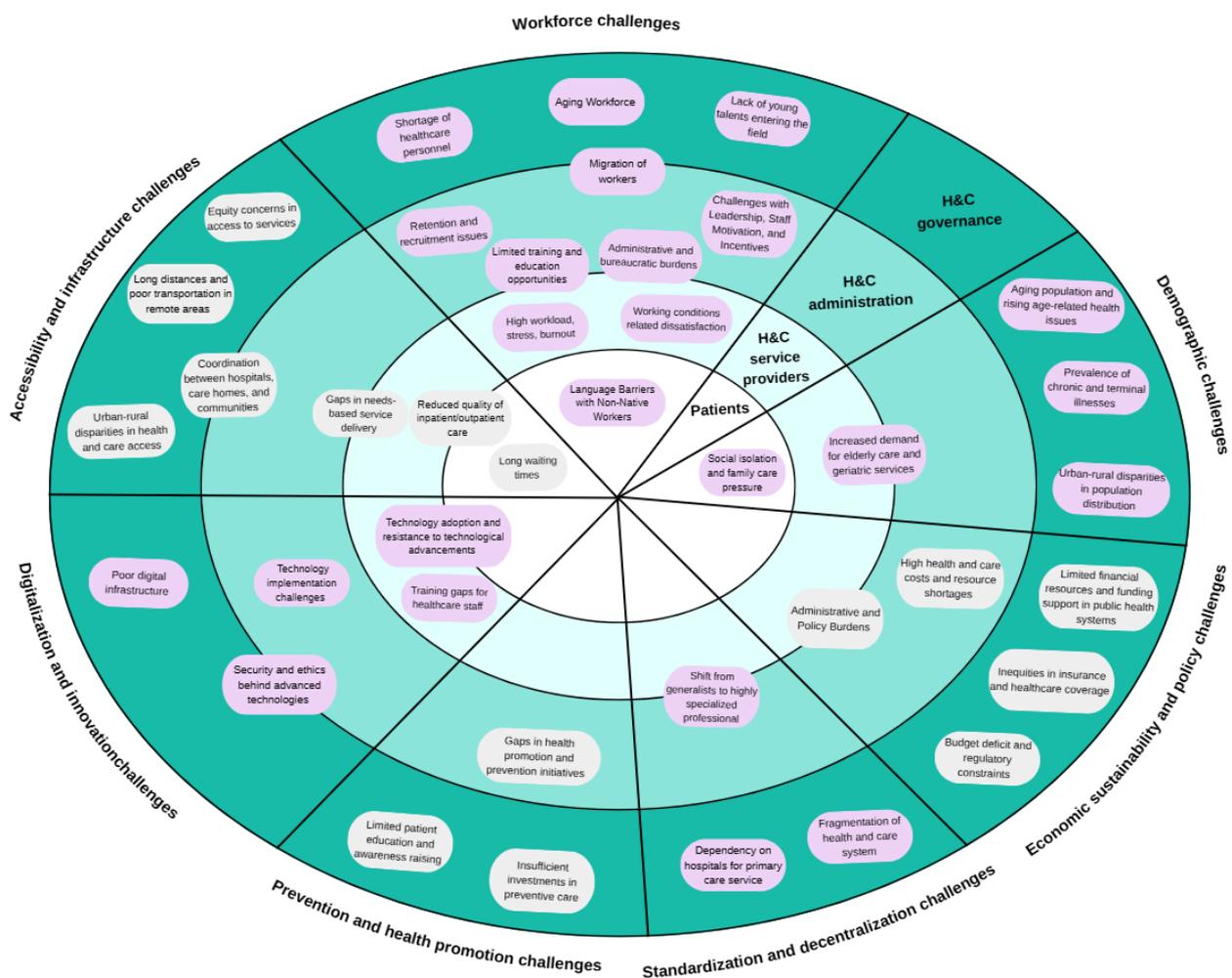


Figure 3 – HACK-IT-NET Health and Care Challenges (Source: HACK-IT-NET, D1.1.2, 2025)

PPs defined the following health and care OUTCOME in D1.1.2.

Advancing Green & E-Hospitals (APPROACH CAREavan)

1. Support the healthcare workforce to embrace sustainable practices – Education, training, and awareness raising, and participatory decision-making ;

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2. Establish an organizational culture of sustainable healthcare - Sustainability strategy, integration into business practices, sustainability reporting, sustainability officer, and learning organization
3. Leverage technology for ecological sustainability - Technology adoption and training
4. Regulations, incentives, and policies - Regulatory compliance, sustainability standards & certifications, and communication & funding
5. Enhance patient awareness on sustainability practices - Awareness campaigns and educational materials
6. Maximize efficiency and implement sustainable practices - Resource efficiency, green supply chain, use of natural materials, and climate change

Boosting Customized Technology Transfer (APPROACH STEMLab)

1. Education and acceptance of healthcare workers - Raise awareness, training, and participatory decision-making;
2. Raising awareness and promoting patient acceptance - Raise awareness, improve acceptance and engagement, and educate patients;
3. Funding and infrastructural resources - Leverage initiatives, funding opportunities, and programs, and resources and infrastructure
4. Adherence to regulations and ethics - Regulation compliance, create a data protection framework, and adhere to ethical standards
5. Foster collaboration, research, and innovation - Enhance cross-sectoral collaboration, strengthen sector partnerships, international collaboration, and sharing capacities

Improving System-Level Service Provision (APPROACH PolicyParley)

1. Building a strategic governance framework for improved service provision - Data-driven decision-making, flexibility and agility, clear leadership, appropriate regulations and incentives, top-down and bottom-up approach;
2. Advocating for the necessary resources and incentives to drive the change - Sufficient funding, workforce planning and retention strategies, support necessary infrastructures, and enhance interoperability;
3. Multi-stakeholder collaboration and participative decision-making - Citizen science, co-creation and collaboration, cross-sectoral collaboration, regional collaboration, knowledge transfer and learning;
4. Awareness raising and education initiative - Encourage participatory processes: public education, and volunteer-based facilitation

In order to better specify the services that will be tested in the piloting phase, PPs used key learnings from the D1.2.1 Solution Supplier Catalog and D1.1.1 Use Cases, getting inspiration and learning from over 90 Solution Suppliers and 28 Use Cases. The figure below shows the type of Solution mapped to cope with the identified H&C Challenges.



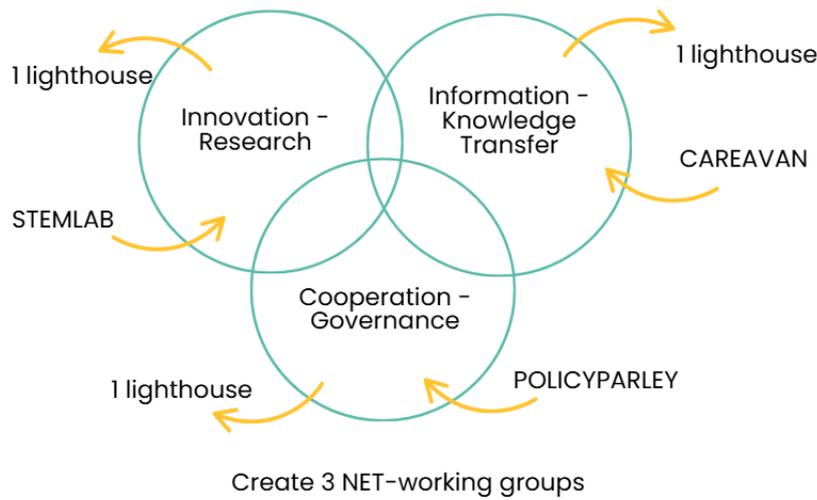


Figure 5 Three Networking Groups (Source: Network Operating Model establishment in A1.3, 2025)

3.2. Methodology to develop Three Service Concepts

This section outlines the process for the development of three service concepts. The three service concepts (1 per APPROACH) were co-developed by the project partners through three co-creation workshops, as showcased in the Figure below:

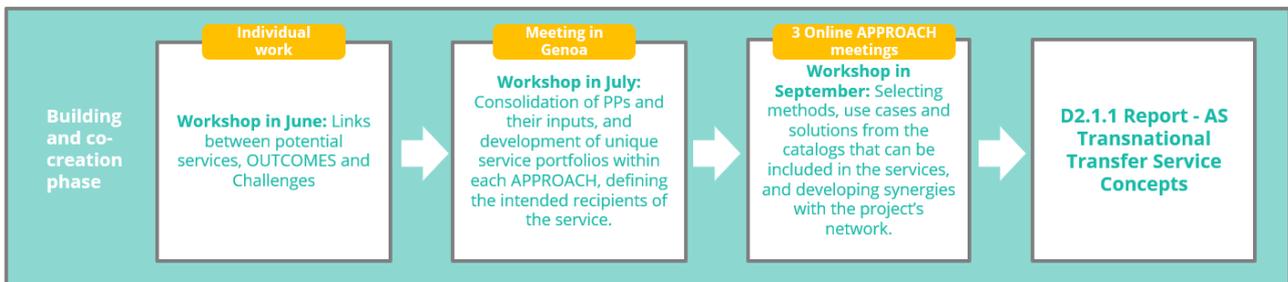


Figure 6 - Process for the definition of the three Service Concepts (Source: Author-generated, 2025)

As shown in the illustration above, the first workshop, which took place in June, aimed to demonstrate the links between the potential services that PPs could offer and the health and care challenges and OUTCOMES identified in D1.1.2. Each PP contributed to this individually, as the basis for service development was the concept of the PPs' individual pilots.

The second workshop was organized during the in-person PP meeting in Genoa in July. This workshop aimed to categorize the identified services and connect them at the level of each APPROACH. It also ensured that the right service recipients had been identified, as well as the needed resources for service implementation, and ensuring long-term sustainability.

The final co-working session, organized online by each APPROACH leader in September, built on the results from the previous two co-creation sessions. It provided links between the 90+ solution suppliers (D1.2.1) and the 28 use cases (D1.1.1), helping PPs to better frame their services. It also linked the best multi-stakeholder engagement methods from the D1.1.1 Toolkit to help PPs engage key stakeholders when delivering services during the testing phase. The additional aim was to

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explore how PPs could leverage the HACK-IT-NET (D1.3.1) network to access the necessary resources for service implementation and long-term sustainability.

More information about the three co-creation workshops is provided in Section 3.3.

As a final step, PP4/CUAS summarized the key findings from all three workshops and created three unique service concepts (one per APPROACH) that are presented in Section 4.

3.3. Co-Creation Workshops

This section provides a more detailed explanation of the activities carried out during the three co-creation workshops, describing the activities of the PPs that led to the creation of the three Service Concepts.

3.3.1. First Co-Creation Workshop

The first co-creation workshop was organized in June and carried out individually by each PP. The PPs were tasked with defining the potential services they could offer based on their pilots, showcasing which health and care challenges identified in D1.1.2 these services could address, and linking them with the health and care OUTCOME that would be achieved. PPs were asked to briefly describe their pilots, outline the services they plan to offer, and link them with the relevant challenge and outcome. The workshop results can be found at the following link.

The tables below showcase the inputs from each APPROACH group.

STEMlab:

PP	Pilot description	Services	Description	Challenges addressed with this service	Related OUTCOME
PP5/UKCM	The pilot aims to test the functionality of a digital platform that integrates standardized nursing classifications (NANDA, NIC, and NOC). It focuses on real-world validation of the platform's ability to support accurate documentation of diagnoses, interventions, and outcomes. Additionally, the pilot seeks to enhance nurses' digital competencies and improve the quality and efficiency of nursing care.	Training Programs for Nurses	Focused on digital literacy, platform use (NANDA-I, NIC, NOC), and data accuracy	Low digital skills, resistance to digital adoption, inconsistent documentation	Education and acceptance of healthcare wor
		Awareness-Raising Campaigns	Targeting both healthcare staff and administrators about the benefits of digital standardization and improved patient safety.	Resistance to change, limited understanding of benefits of digital tools	Raising awareness and promoting patient ac
		Policy Recommendation Development	Support service for developing national or institutional policies on digital nursing documentation.	Gaps between practice and regulation, lack of standardization	Adherence to regulations and ethics
		Co-Creation Workshop	Organize regular co-creation workshops that bring together nurses, physicians, IT staff, administrators, and policymakers to collaboratively design, test, and refine the digital platform and related processes.	Misalignment between user needs and technical features, inconsistent standards and communication gaps, fragmentation across departments and professions	Foster collaboration, research and innovato
PP6/BVF	This pilot begins with workshops to improve communication among hospital teams by identifying shared needs and fostering collaboration. The second phase involves interviews and field analyses to match real issues with existing solutions, increasing project success and aligning innovations with end-user needs.	Ideation workshops	Workshop sessions that bring hospital's staff in discussion of their problematics to collect thoughts what needs to be improved in working conditions.	Difficulty with discussions, Time constraints, Cost constraints, Miscommunications.	Foster collaboration, research and innovato
		Matchmaking	Connecting healthcare providers with existing solutions startups and industry partners.	Fragmented innovation ecosystem, Difficulty finding suitable partners, Gaps between clinical needs and technological solutions	Foster collaboration, research and innovato
		Support for innovative projects	Guidance and helping with resources - funding advice, project management, regulatory support, for early-stage innovations.	Insufficient support for project development, Well-defined project with known target, High failure rate of early-stage projects	Foster collaboration, research and innovato
		Hospital innovation development and transition	Support for implementing and scaling innovation within hospital settings, from pilot to full integration.	Resistance to change in clinical environments; Integration of innovation into existing workflows	Foster collaboration, research and innovato

Table 1 - STEMlab first workshop results (source: Project generated, June 2025)

CAREavan:

PP	Pilot description	Services	Description	Challenges addressed with this service	Related OUTCOME
PP4/CUAS		roadshow for raising awareness			Enhance patient awareness of sustainal
		(interactive) formats - gamification			Support the healthcare workforce to er
		brainstorming playground			Support the healthcare workforce to er
		workshops			Support the healthcare workforce to er
PP7/BIOPRO		networking opportunities on different geographical places			Maximize efficiency and implement sus
		exhibition for raising awareness			Enhance patient awareness of sustainal
		(interactive) formats			Maximize efficiency and implement sus
		workshops			Support the healthcare workforce to er
PP8/BI		networking opportunities			Maximize efficiency and implement sus
		exhibition for raising awareness			Establish an organizational culture of su
		(interactive) formats			Maximize efficiency and implement sus
		workshops, brainstorming sessions			Support the healthcare workforce to er
PP8/BI		networking opportunities			Establish an organizational culture of su

Table 2 - CAREavan first workshop results (source: Project generated, June 2025)



PolicyParley:

PP	Pilot description	Services	Description	Challenges addressed with this service	Related OUTCOME
LP1/ProMIS					
PP2/PAT	The pilot "Dialogues4SH+" implementation serves as a foundation for exploring how digital health tools, like SH+, can be effectively adopted and scaled within diverse healthcare/community settings.	Stakeholder Engagement	Conduct targeted activities, such as focus groups and consultations, to involve healthcare providers, policymakers, and community actors in identifying barriers, enablers, and strategies for integrating digital health tools into diverse settings.		Multi-stakeholder collaboration and pa
		Framework Development	Develop a social innovation framework for diverse settings.		Building strategic governance framewo
		Scalability Assessment	Explore how the intervention can be adapted to various contexts, to maximize its impact and avoid misuse.		Advocating for the necessary resources
PP3/ NÖ LGA	The pilot of "elaborating a sustainability concept for the Healthcross MED Gmünd" serves as a "guideline / analysis" of how this primary healthcare centre could act more sustainable.	Ideation Workshops			Building strategic governance framewo
		Awareness Raising			Awareness raising and education initiat
		Policy Recommendations			Building strategic governance framewo
		Stakeholder Engagement			Multi-stakeholder collaboration and pa
PP9/HSLU	Citizen Science Pilot	Awareness for H&C topics in public and offering a way to be active			Awareness raising and education initiat
		Bringing Stakeholders of all sorts together (policy makers & public)			Building strategic governance framewo
		Identifying local barriers for innovation in H&C sector and ways to tackle them			Multi-stakeholder collaboration and pa
		Potentially research and development of potential solutions			Multi-stakeholder collaboration and pa

Table 3 - PolicyParley first workshop results (source: Project generated, June 2025)

3.3.2. Second Co-Creation Workshop

The second co-creation workshop was organized during the in-person PP meeting in Genoa on July 1st. Building on the results of the individual contributions from the PPs at the first workshop, PPs worked within their APPROACH groups, aiming to:

- Consolidate their services and create unique service portfolios by **identifying synergies and categorizing them**.
- Define the key recipients of the services by **creating a persona** for each service they plan to deliver.
- Describe **how** they plan to deliver the services and **what knowledge and expertise** are necessary, also considering whether additional training for their employees would be needed. If so, the PPs should briefly explain how the training would be delivered.
- Consider **the long-term sustainability** of the services and how they would be delivered after the project ends.

This enabled PPs to identify synergies between their services, understand the target group they aim to address, and consider what is required to deliver these services, as well as how they can ensure long-term sustainability.

The pictures below showcase the inputs from each APPROACH group.



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CAREavan:

Service ideas (put on the post-its your ideas placed in the excel)



Service categorizations - create services categories



Define skills and resources needed for each service category

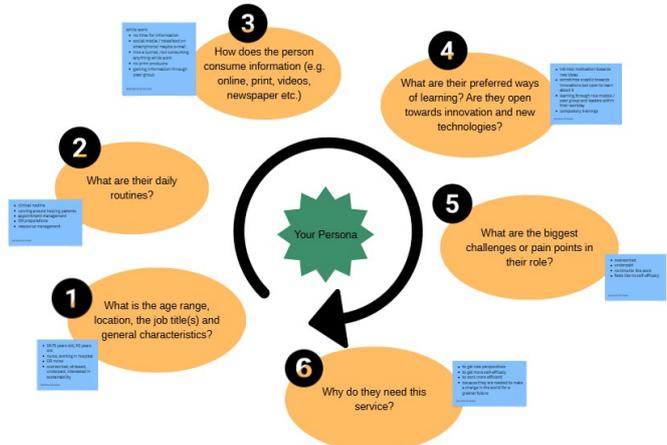


Figure 7 - CAREavan second workshop results (source: Project generated, July 2025)

STEMlab:

Service ideas (put on the post-its your ideas placed in the excel)



Service categorizations - create services categories



Define skills and resources needed for each service category

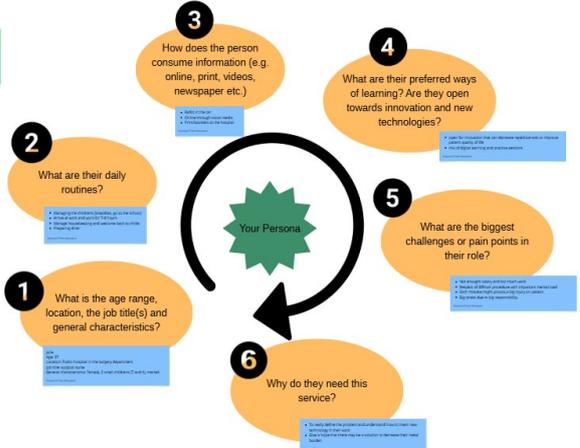


Figure 8 - STEMlab second workshop results (source: Project generated, July 2025)

PolicyParley:

Service ideas (put on the post-its your ideas placed in the excel)



Service categorizations - create services categories



Define skills and resources needed for each service category

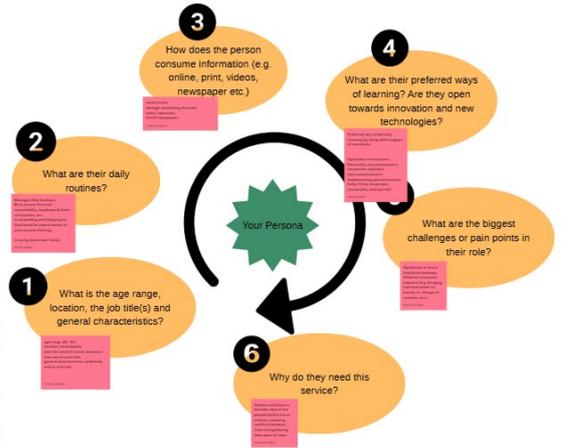


Figure 9 - PolicyParley third workshop results (source: Project generated, July 2025)

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The workshop results can be found at the following [link](#).

3.3.3. Third Co-Creation Workshop

The third co-creation workshop was organized by each APPROACH leader in September. Building on the results of the first two co-creation workshops, PPs worked within their APPROACH groups, aiming to:

- Define the methods they will use within the service concepts to engage with their key target groups.
- Identify the best practices from the Solution Supplier catalog (D1.2.1) that could help them implement the defined services effectively.
- Define all the additional materials and resources needed to deliver the services, and identify how they can exploit their network to achieve this.
- Define how to engage with the network to ensure the long-term sustainability of the services and enable its transfer to other organizations/ territories.

The pictures below showcase the inputs from each APPROACH group.



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CAREavan:

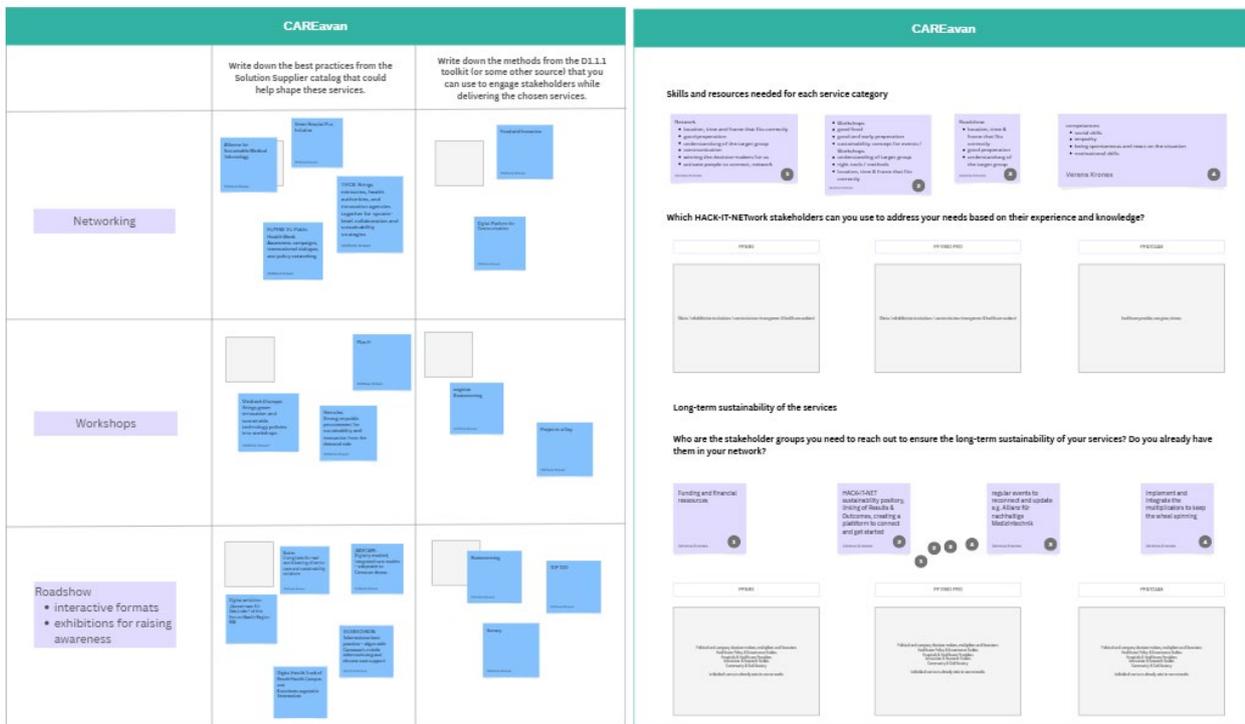


Figure 10 - CAREavan third workshop results (source: Project-generated, September 2025)

STEMlab:

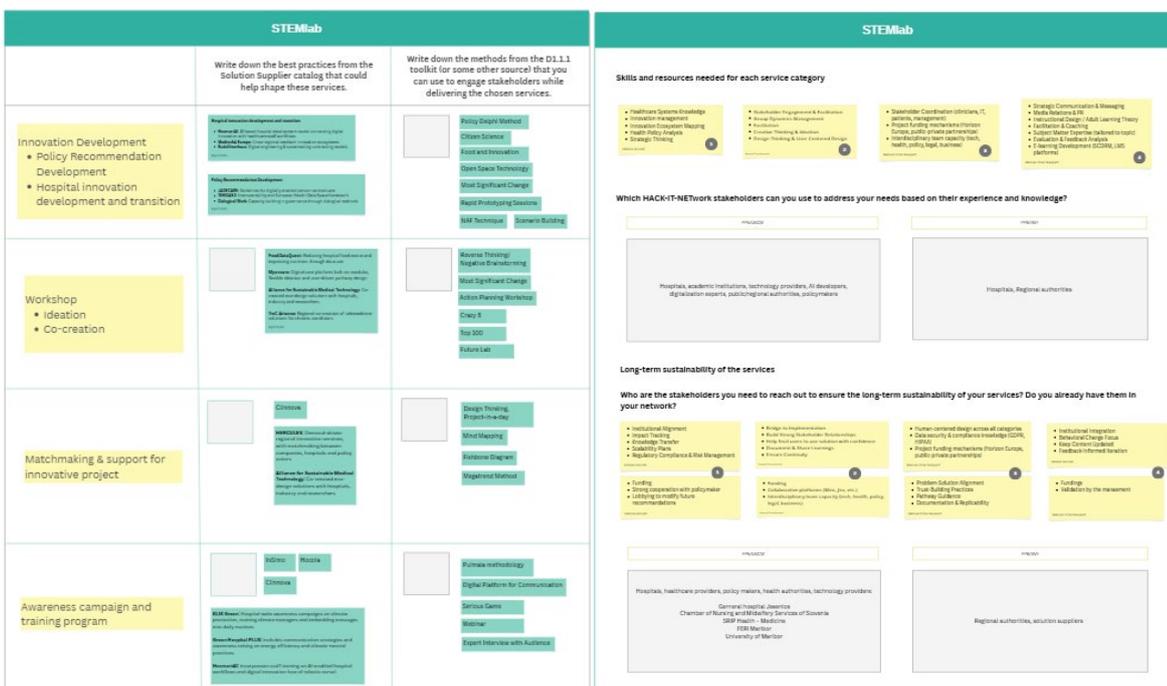


Figure 11 STEMlab third workshop results (source: Project generated, 2025)

PolicyParley:

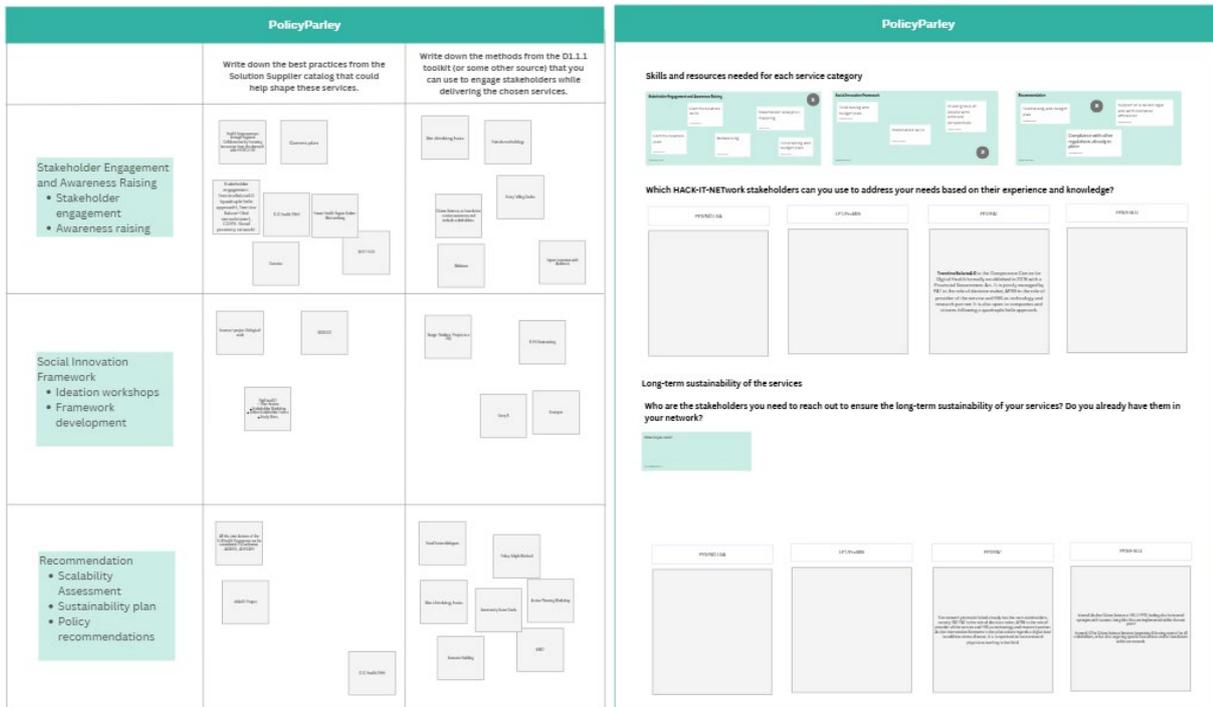


Figure 12 - PolicyParley third workshop results (source: Project generated, September 2025)

The workshop results can be found at the following [link](#).

4. Three AS Transnational Transfer Service Concepts (One per APPROACH)

This section presents the service concepts developed by the PPs for three APPROACHES: STEMLab, CAREavan, PolicyParley. The results from all three co-creation workshops are combined to provide a unique overview of the service categories, service names, their descriptions, the challenges, and outcomes addressed by these services. It includes persona descriptions, resources needed, solution suppliers that can be used for inspiration, methods to engage the key stakeholders, strategies to ensure long-term sustainability, and the key stakeholders in the network who can facilitate this.

4.1. CAREavan

This APPROACH aims to bridge the gap between sustainability goals and practical implementation in healthcare by bringing targeted knowledge, innovative technologies, and proven best practices directly to all key stakeholders: Clinics/rehabilitation institutions/care institutions (management & healthcare workers), healthcare providers, caregivers, and citizens. Based on the findings from all three co-creation workshops, the CAREavan APPROACH develops Three Service Categories, which are further divided into services and subservices.

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Service Categories	Services	Description	Challenges Addressed with this Service	
Networking	Organizing Events Across Different Geographical Locations	Organizing events across different geographical locations to promote the pilots within different areas e.g. urban and rural areas	limited training and education opportunities	
	Mapping Local Ecosystems	Find local partners and enhance knowledge transfer for greener solutions.	limited financial and human resources, implementation challenges to new technological	
	Facilitating Matchmaking and Stakeholder Connections	Bring together hospital staff, industry and science to find greener solutions.	gaps in health promotion initiatives	
Workshops	Designing Unique Workshop Structures	The workshops include key topics, formats, and desired outcomes	limited training and education opportunities, limited financial and human resources	
	Bringing in Creative Tools and Participatory Methods to Engage Diverse Stakeholders and Drive Innovation	The creative tools and participatory methods support the engagement and motivation of the participants	limited training and education opportunities, limited financial and human resources, training gaps for H&C staff	
	Facilitating Interactive Sessions, such as Brainstorming, Co-Creation, and Reflection Activities	In the interactive sessions the participants learn, that they are part of the solution for a greener healthcare system.	limited training and education opportunities, limited financial and human resources, training gaps for H&C staff	
	Capturing and Digitizing Workshop Outputs, and Sharing Structured Feedback with all Participants	Giving the participants a summary.	limited training and education opportunities, limited financial and human resources, training gaps for	
	Developing Follow-up Activities to Deepen Impact after the Workshop	These follow up activities can be other workshops, meetings, sharing of information and invitations to other events to similar topics.	limited training and education opportunities, limited financial and human resources, training gaps for H&C staff	
Roadshow	Awareness Raising Initiatives	Organizing Interactive Exhibits and Demonstrations	Show e.g. best practices to enable learning from each other	implementation challenges to new technological systems, training gaps for H&C staff
		Creating Interactive Quizzes and Games	Make the knowledge accessible through quizzes and games that makes it easier to learn.	implementation challenges to new technological systems, training gaps for H&C staff
		Engaging Activities and Campaigns (Community Engagement Activities, Social Media Engagement)	Showing results of the pilots not only within the pilot group but with a broader audience through different challenges	implementation challenges to new technological systems, training gaps for H&C staff
		Organizing Expert Talks and Panel Discussions	Using existing events or organizing new ones to raise awareness for the topic to	implementation challenges to new technological systems, training gaps for H&C staff
		Measuring Impact and Continuous Improvement	Measure e.g. the implemented projects / solutions / the saved CO2 / the amount	implementation challenges to new technological systems, training gaps for H&C staff
	Gamified & Interactive Learning Formats	create quizzes and games digital or analogue to make it easier to engage with the topic.	implementation challenges to new technological systems, training gaps for H&C staff	

Table 4 - CAREvan service overview (source: Project generated, 2025)

The workshop results can be found at the following [link](#).

The following pages provide a detailed introduction to all CAREvan service categories. Subsequently, insights into the perspective of the target group are provided through the presentation of representative personas. Finally, there is a discussion on long-term sustainability and the relevant actors within the network.

4.1.1. Service Category 1: Networking

Service Categories	Services	Description	Challenges Addressed with this Service
Networking	Organizing Events Across Different Geographical Locations	Organizing events across different geographical locations to promote the pilots within different areas e.g. urban and rural areas	limited training and education opportunities
	Mapping Local Ecosystems	Find local partners and enhance knowledge transfer for greener solutions.	limited financial and human resources, implementation challenges to new technological
	Facilitating Matchmaking and Stakeholder Connections	Bring together hospital staff, industry and science to find greener solutions.	gaps in health promotion initiatives

Table 5 - Overview: Structure of service category "Networking" (source: Project generated, September 2025)

The workshop results can be found at the following [link](#).

Networking is defined through three services, which focus on strengthening collaboration, knowledge transfer, and sustainability across different contexts. **Organizing Events in Both Urban and Rural Areas** creates opportunities to promote pilot initiatives, share knowledge, and strengthen



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community involvement, ensuring equal access to innovation regardless of location. **Mapping Local Ecosystems** makes it possible to identify partners, connect stakeholders, and enhance knowledge transfer, laying the groundwork for greener solutions adapted to local needs. **Facilitating Matchmaking and Stakeholder Connections** brings together hospital staff, industry, and science to encourage collaboration and the co-creation of sustainable practices within healthcare and beyond.

Each of these services is designed to address distinct challenges. Event organization tackles the lack of training and education opportunities, particularly in rural and underserved regions, thereby promoting more equitable participation and long-term impact. The Mapping of Local Ecosystems responds to the need for better financial and human resource allocation, as well as the complexity of introducing and managing new technological systems. Meanwhile, matchmaking and stakeholder facilitation aim to close gaps in health promotion efforts and address cultural and organizational barriers that slow the adoption of greener solutions.

Networking requires a combination of specific skills, resources, and carefully chosen methods to achieve meaningful and sustainable outcomes. Essential skills include selecting the right location, time, and framework for interactions, as well as ensuring thorough preparation to create an environment that fosters trust and collaboration. A clear understanding of the target group is crucial to tailor approaches and messages effectively. Strong communication skills are needed to engage stakeholders, win the support of decision-makers, and activate people to connect and share ideas within the network.

To put these skills into practice, different methods can be applied. Food and innovation formats provide informal yet inspiring spaces for exchange, stimulating creativity and dialogue in a relaxed setting. Digital platforms for communication, on the other hand, enable ongoing engagement beyond physical meetings, making it easier to connect diverse stakeholders across geographical boundaries and ensure continuous knowledge exchange.

The expected outcomes of effective Networking include maximizing efficiency in collaboration, accelerating the implementation of sustainable practices, and establishing an organizational culture that embraces sustainable healthcare as a guiding principle. Networking not only strengthens partnerships but also lays the foundation for system-level change in healthcare sustainability.

To encourage networking ideas and translate them into action, relevant solution suppliers (defined in D1.2.1) serve as inspiration/ examples. The Alliance for Sustainable Medical Technology and the Green Hospital Plus Initiative support greener practices and technologies in healthcare. The EU Public Health Week awareness campaigns (EUPHW) help raise visibility for sustainability in public health, while transnational dialogue and policy networking connect actors across borders. Additionally, THCS (Transforming Health and Care Systems) brings together ministries, health authorities, and innovation agencies to foster collaboration at a systemic level and develop long-term sustainability strategies. These actors create valuable entry points for meaningful networking, helping to transform ideas into impactful outcomes. Further examples can be found at the following [link](#).



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4.1.2. Service Category 2: Workshops

Service Categories	Services	Description	Challenges Addressed with this Service
Workshops	Designing Unique Workshop Structures	The workshops include key topics, formats, and desired outcomes	limited training and education opportunities, limited financial and human resources
	Bringing in Creative Tools and Participatory Methods to Engage Diverse Stakeholders and Drive Innovation	The creative tools and participatory methods support the engagement and motivation of the participants	limited training and education opportunities, limited financial and human resources, training gaps for H&C staff
	Facilitating Interactive Sessions, such as Brainstorming, Co-Creation, and Reflection Activities	In the interactive sessions the participants learn, that they are part of the solution for a greener healthcare system.	limited training and education opportunities, limited financial and human resources, training gaps for H&C staff
	Capturing and Digitizing Workshop Outputs, and Sharing Structured Feedback with all Participants	Giving the participants a summary.	limited training and education opportunities, limited financial and human resources, training gaps for H&C
	Developing Follow-up Activities to Deepen Impact after the Workshop	These follow up activities can be other workshops, meetings, sharing of information and invitations to other events to similar topics.	limited training and education opportunities, limited financial and human resources, training gaps for H&C staff

Table 6 - Overview: Structure of service category “Workshops” (source: Project generated, September 2025)

The workshop results can be found at the following [link](#).

Workshops are structured around five core services, each designed to support the healthcare workforce in adopting and implementing sustainable practices.

The first service focuses on **thoughtfully designing and structuring workshops**. This involves developing engaging content, selecting relevant sustainability topics, and setting clear objectives to guide participants toward actionable outcomes. The structure is carefully tailored to meet the needs of the target group while maintaining a balance between knowledge input and participatory interaction. Service **introducing creative tools and participatory techniques** is employed to activate and involve diverse stakeholders, foster collaboration, and generate innovative solutions. The aim is to not only convey knowledge but also to support the emotional and cognitive engagement of participants, ensuring motivation and ownership of the discussed topics. **Facilitate interactive sessions**, such as brainstorming rounds, co-creation activities, and guided reflections involve methods which help deepen participants' engagement and promote a stronger sense of personal responsibility for sustainability. These sessions are intentionally designed to go beyond passive learning and encourage active contribution and reflection. Service **capturing, digitizing, and sharing workshop outputs** can be used to compile all results into a structured format and to share the results with participants, ensuring that key insights are preserved and accessible. This step reinforces transparency, knowledge retention, and accountability. **Developing tailored follow-up activities** is used to extend the impact of the workshops. These follow-ups support continued collaboration, facilitate the implementation of ideas, and ensure that initial engagement translates into long-term change.

These services collectively aim to address a common set of challenges, including limited training and education opportunities, constrained financial and human resources, and existing training gaps among healthcare and care (H&C) staff.

Each of these services requires a specific set of skills and thoughtful preparation to be effective. Key skills include defining an appropriate location and time, creating a welcoming atmosphere—often with the help of inviting snacks to encourage informal engagement—and selecting the right tools



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and methods suited to the target group’s needs. Building trust and fostering a sense of inclusion are essential, as they help participants feel heard, valued, and empowered.

Preferred methods (from D1.1.1) used in this service category include **Negative Brainstorming** and **Project-in-a-Day**, which are especially effective in uncovering root challenges and rapidly developing practical solutions. These approaches foster dynamic engagement and promote solution-oriented thinking within a short time frame.

The in-person nature of the workshop approach allows for direct engagement with the target group, ensuring that their specific needs, everyday challenges, and concerns are acknowledged. By fostering a sense of understanding and support, the workshops motivate participants—helping them realize they are not alone and that they have the power and tools to make meaningful changes in their professional environments.

In order to establish an effective and functional network, the involvement of key solution suppliers is essential (D1.2.1). Medtech4Europe contributes by integrating green innovation and sustainable technology policies into workshop formats. Additionally, phan H and Hercules Strong provide valuable insights on public procurement practices that support sustainability and innovation from the demand side.

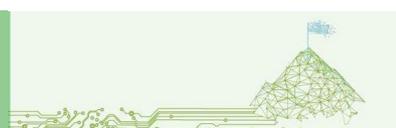
4.1.3. Service Category 3: Roadshow

Service Categories	Services	Description	Challenges Addressed with this Service
Roadshow	Organizing Interactive Exhibits and Demonstrations	Show e.g. best practices to enable learning from each other	implementation challenges to new technological systems, training gaps for H&C staff
	Creating Interactive Quizzes and Games	Make the knowledge accessible through quizzes and games that makes it easier to learn.	implementation challenges to new technological systems, training gaps for H&C staff
	Engaging Activities and Campaigns (Community Engagement Activities, Social Media Engagement)	Showing results of the pilots not only within the pilot group but with a broader audience through different challenges	implementation challenges to new technological systems, training gaps for H&C staff
	Organizing Expert Talks and Panel Discussions	Using existing events or organizing new ones to raise awareness for the topic to	implementation challenges to new technological systems, training gaps for H&C staff
	Measuring Impact and Continuous Improvement	Measure e.g. the implemented projects / solutions / the saved CO2 / the amount	implementation challenges to new technological systems, training gaps for H&C staff
	Gamified & Interactive Learning Formats	create quizzes and games digital or analogue to make it easier to engage with the topic.	implementation challenges to new technological systems, training gaps for H&C staff

Table 7 - Overview: Structure of service category “Roadshow” (source: Project generated, September 2025)

The workshop results can be found at the following [link](#).

Service category Roadshow consists of two main services, **Awareness Raising Initiatives** and **Gamified and Interactive Learning Formats**. The first service, **Awareness Raising Initiatives**, aims to enhance patients’ awareness of sustainability practices, and to establish an organizational culture of sustainable healthcare. This can be accomplished through five sub-services. The first sub-service is to **Organize Interactive Exhibits and Demonstrations** (e.g. by showing best practices to enable learning from each other). The second sub-service **Creates Interactive Quizzes and Games** by making knowledge accessible through quizzes and games, with the aim of facilitating learning. The third sub-service comprises **Exciting Activities and Campaigns** (community engagement activities, social media engagement) that showcase the results of the pilot projects not only within the pilot group, but also to a wider audience through various challenges. The fourth sub-service **Organizes**



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Expert Talks and Panel Discussions by utilizing existing events or organizing new ones. Their objectives are to raise awareness, present pilot’s results, and combine them with expert knowledge. The fifth sub-service, dedicated to awareness-raising initiatives, serves to **Measure Impact and Continuous Improvement** by, for example, measuring the projects/solutions implemented, the CO2 emissions saved, and the number of people involved in order to evaluate the impact of the pilot projects and gather feedback so that the approaches can be continuously improved.

The second service offered by the roadshow consists of **Gamified and Interactive Learning Formats** featuring digital or analogy quizzes and games designed to make the topic more accessible.

All these services and sub-services are designed to address similar challenges, such as the implementation to new technological system and training gaps for health and care staff.

Both services require skill specific resources like location, time and frame that fits correctly, a well-prepared setting and preparation, an understanding of the target groups, and general resources like social skills, empathy, being spontaneous and react on the situation, motivational skills.

All services face the same challenges namely the implementation challenges to new technological systems, and training gaps for H&C staff apply. In order to successfully implement the services, the following relevant solution suppliers have been identified from D1.2.1:

1. Digital Exhibition „Gemeinsam für Gesünder“ of the Forum Health Region BW;
2. NOTRE: Living Labs for real-world testing of senior care and sustainability solutions;
3. JADECARE: Digitally enabled, integrated care models – adaptable to Careavan demos;
4. Digital Health Truck of Bosch Health Campus and Koordinierungsstelle Telemedizin;
5. TELEMACHRON: Telemedicine best practice – aligns with CAREavan’s mobile telemonitoring and chronic care support.

The service category of the Roadshow focuses on transferring valuable data and information to relevant target audiences, through different interactive and engaging approaches. The preferred methods (from D1.1.1) for this service are brainstorming, TOP 100 and Surveys.

4.1.4. CAREavan Target Group and Persona

This overview explores how the CAREavan initiative empowers overworked hospital staff—especially nurses—with practical, peer-led sustainability solutions that boost self-efficacy, improve workflows, and drive change toward greener healthcare.

Key Values	Details
Target Group	Hospital staff/ nurse
Age Range	18–75
Work Environment	Fast-paced, high-stress, under-resourced
Challenges Addressed	overworked, stressed, underpaid, interested in sustainability



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Daily Responsibilities	Clinical routine, patients care, appointment management or preparations, resource management
Information Access	During work, no time for print the only way to perceive information is through peer groups. Occasional use of email, social media newsfeed on smartphone, during breaks
Learning Preferences	Intrinsic motivation towards new ideas, peer-led learning, compulsory training, short mobile content
Attitudes Toward Innovation	Open but cautious, trusts peer-led and practical approaches, compulsory trainings
Needs	Fast and accessible learning, role models, more self-efficacy, increase work efficiency, change for a green future
CAREavan Value Proposition	Increasing their self-efficacy, improving their work processes, creating opportunities to be part of a broader change toward a greener, more resilient healthcare system

Table 8 CAREavan: Persona Example (source: Project generated, September 2025)

The CAREavan is a targeted initiative designed to support healthcare professionals—especially nurses—working in high-pressure, resource-constrained hospital environments. The target group ranges from 18 to 75 years old, with a key persona being a 40-year-old nurse employed full-time in a hospital setting.

These individuals are typically overworked, underpaid, and under constant stress, yet they maintain a strong interest in sustainability and innovation. Their daily responsibilities involve patient care, managing appointments and preparations, and dealing with limited resources, all within a fast-paced, high-demand environment.

Due to the nature of their jobs, they have limited access to traditional forms of media like newspapers or printed materials. Regulations often prohibit personal media use during work hours, but short interactions with digital platforms—especially via smartphones—are possible during breaks. This includes checking social media feeds, emails, or brief news updates.

Despite high stress levels, the target group remains intrinsically motivated and curious about new ideas and innovations. There can be initial scepticism, especially toward unfamiliar technologies, but the majority are open to learning—especially if it comes from trusted peers, team leaders, or role models.

Peer-led learning and compulsory training play a significant role in their professional development, as they are time-efficient and integrated into their workflow.



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To effectively engage this group, the CAREEvan Approach brings sustainability to their doorstep—transforming abstract goals into tangible, actionable practices, through on-site demonstrations of sustainable technologies and methods.

This practical, immersive approach empowers healthcare workers to learn by doing, helping them see that sustainable healthcare is not only achievable but also beneficial to their daily efficiency, well-being, and sense of purpose.

Ultimately, CAREEvan supports its target groups by:

- Increasing their self-efficacy
- Improving their work processes
- Creating opportunities to be part of a broader change toward a greener, more resilient healthcare system

4.1.5. Ensuring Long-Term Sustainability

The long-term sustainability of the CAREEvan network relies on the ongoing success of its three core services: **Networking**, **Workshops**, and the **Roadshow**. Each service addresses a critical component of healthcare innovation—collaboration, implementation, and outreach—and their future viability depends on well-coordinated structures, secured resources, preserved knowledge, and strong stakeholder alignment.

Networking forms the backbone of collaborative innovation within HACK-IT-NET. For this service to remain impactful over time, it must be supported by appropriate structures and continuous resource availability. **PP8/BI** and **PP5/CUAS** play a central role here by engaging clinics, rehabilitation centers, and care institutions—particularly their management and frontline healthcare staff—ensuring that network activities reflect practical needs and institutional priorities. In parallel, **PP7/BIOPRO** contributes by involving healthcare service providers, as well as innovation and research bodies, among others.

A key enabler of sustainable networking is stable **funding and financial resources**, which provide the continuity needed to maintain momentum and foster long-term collaboration. Complementing this, the **HACK-IT-NET Sustainability Repository** serves as a knowledge hub—linking results and outcomes, preserving institutional memory, and offering a structured platform for stakeholders to connect, learn, and initiate new activities. This repository ensures that progress is cumulative rather than fragmented, and that new actors can easily find entry points into the network.

Workshops are instrumental in fostering engagement, facilitating exchange, and supporting the translation of ideas into operational practices. Sustainability in this area is achieved through **regular events** that reconnect stakeholders, share insights, and provide critical updates on project outcomes. **Recurring initiatives such as the Allianz für nachhaltige Medizintechnik** offer a model for how ongoing interaction can strengthen relationships, stimulate innovation, and maintain collective focus. Importantly, the integration of **multiplicators**—strategic actors positioned to disseminate knowledge and promote uptake within their own institutions and networks—ensures



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that the outcomes of workshops do not remain isolated but are continually carried forward and scaled.

The **Roadshow** extends HACK-IT-NET’s reach, bringing innovation directly to regional contexts. By tailoring content to local needs and leveraging the insights captured in the Sustainability Repository, the Roadshow enables flexible, community-based engagement. Sustainability is reinforced through collaboration with local stakeholders and the continued involvement of network partners, including those from policy, healthcare, academia, and civil society.

Ensuring the sustainability of these three services also requires a coherent stakeholder strategy. **Political and business decision-makers** provide strategic alignment and support the regulatory and financial conditions for implementation. **Multiplicators and funders** are essential for expanding reach and securing the necessary resources. **Healthcare governance bodies and institutional partners—supported by PP8/BI and PP5/CUAS**—translate innovations into operational routines, while **PP7/BIOPRO** helps ensure knowledge transfer and networking along the health and care value chain for sustainable solutions. **Innovation and academic partners** contribute technical expertise and systems thinking to sustain long-term impact.

Taken together, these interconnected services, reinforced by strategic contributions from the project partners, form a comprehensive framework for sustainable healthcare innovation. With a strong foundation of financial stability, structured knowledge sharing, ongoing collaboration, and empowered stakeholders, HACK-IT-NET is positioned to ensure that its work continues to evolve, expand, and deliver value well into the future.

4.2. STEMLab

The STEMLab approach aims to co-create and implement user-centered healthcare innovations by directly involving end-users and engaging key stakeholders—**hospitals, academic institutions, technology providers, AI developers, digitalization experts, public and regional authorities, and policymakers**—to integrate standardized tools and improve care quality, safety, and practical impact. Based on the findings from all three co-creation workshops, the STEMLab APPROACH delivers three service categories, which are further divided into specific services, as showcased in the table below:



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Service Category	Services	Description	Challenges Addressed with this Service	Related OUTCOME
Awareness Raising Campaign & Training Programs	Training Programs for Nurses	Focused on digital literacy, platform use (NANDA-I, NIC, NOC), and data accuracy.	Low digital skills, resistance to digital adoption, inconsistent documentation	Education and acceptance of healthcare workers
	Awareness-Raising Campaigns	Targeting both healthcare staff and administrators about the benefits of digital standardization and improved patient safety.	Resistance to change, limited understanding of benefits of digital tools	Raising awareness and promoting patient acceptance
Innovation Development	Policy Recommendation Development	Support service for developing national or institutional policies on digital nursing documentation.	Gaps between practice and regulation, lack of standardization	Adherence to regulations and ethics
	Hospital Innovation Development and Transition	Supporting hospitals in identifying, designing, and implementing innovative solutions that improve patient care, operational efficiency, and sustainability.	Resistance to change and slow adoption of new solutions in hospitals	Raising awareness and promoting patient acceptance
Workshops	Co-Creation Workshop	Organize regular co-creation workshops that bring together nurses, physicians, IT staff, administrators, and policymakers to collaboratively design, test, and refine the digital platform and related processes.	Misalignment between user needs and technical features, inconsistent standards and communication gaps, fragmentation across departments and professions.	Foster collaboration, research and innovation
	Ideation Workshops	Organize a structured, collaborative session focused on generating and developing new ideas to address a specific challenge or opportunity, while engaging multiple stakeholders.	Difficulty engaging diverse stakeholders in creative problem-solving	Foster collaboration, research and innovation
Matchmaking & Support for Innovative Project	Matchmaking	Connecting hospitals, startups, researchers, and industry partners to foster collaborations that accelerate the development and adoption of innovative healthcare solutions.	Lack of visibility into potential collaborators and innovative healthcare solutions	Foster collaboration, research and innovation
	Support for Innovative Projects	Providing tailored guidance, resources, and expertise to help innovative projects progress from concept to implementation, including validation, funding opportunities, and scaling support.	Limited access to expertise, resources, and funding slows innovation progress	Foster collaboration, research and innovation

Table 9 - STEMLab service overview (source: Project generated, 2025)

The workshop results can be found at the following [link](#).

The following pages provide a detailed explanation of the service categories and corresponding services within the STEMLab APPROACH. This is followed by insights provided through a persona, as well as a discussion on long-term sustainability and key stakeholders engagement.

4.2.1. Service Category 1: Awareness Raising Campaign & Training Programs

Service Category	Services	Description	Challenges Addressed with this Service	Related OUTCOME
Awareness Raising Campaign & Training Programs	Training Programs for Nurses	Focused on digital literacy, platform use (NANDA-I, NIC, NOC), and data accuracy.	Low digital skills, resistance to digital adoption, inconsistent documentation	Education and acceptance of healthcare workers
	Awareness-Raising Campaigns	Targeting both healthcare staff and administrators about the benefits of digital standardization and improved patient safety.	Resistance to change, limited understanding of benefits of digital tools	Raising awareness and promoting patient acceptance

Table 10 - Overview: Structure of service category “Awareness raising campaign & Training programs” (source: Project generated, September 2025)



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The workshop results can be found at the following [link](#).

This service category is subdivided into two distinct services: **Training Programs for Nurses** and **Awareness-Raising Campaigns**. Together, they aim to strengthen digital competencies, foster acceptance of digital standardization, and ultimately enhance patient safety and care quality through improved practices and communication in healthcare settings.

Training Programs focus on increasing nurses' digital literacy, promoting effective use of standardized platforms (such as NANDA-I, NIC, and NOC), and ensuring accurate data documentation. These programs are essential for equipping healthcare workers with the necessary skills and confidence to engage with evolving digital systems. **Awareness-Raising Campaigns** target both healthcare staff and administrative personnel to increase understanding of the benefits of digital standardization, drive organizational change, and encourage greater patient acceptance of digital healthcare practices.

Each of these services faces unique challenges. Training Programs aim to tackle low baseline digital skills among staff, resistance to adopting new digital tools, and inconsistent approaches to clinical documentation. In the case of Awareness-Raising Campaigns, the services respond to cultural and institutional resistance to change, limited understanding of how digital tools benefit clinical workflows and patient outcomes, and a general lack of prioritization for communication efforts within healthcare institutions.

To implement these services successfully, a diverse set of skills and resources is essential. This includes strategic communication and messaging to ensure key benefits are effectively conveyed, media relations and public outreach (PR) to increase visibility and engagement, and instructional design expertise grounded in adult learning theory. Facilitation and coaching skills help guide healthcare professionals through behaviour change, while subject matter expertise ensures relevance and credibility. Additionally, evaluation and feedback analysis are needed to assess impact and adapt content, while capabilities in e-learning development (such as SCORM and LMS platforms) enable scalable and flexible training solutions.

To apply these skills effectively, different methods can be used from D1.1.1. Tailored training modules—delivered through both in-person sessions and digital formats—allow for flexible, ongoing professional development. Awareness campaigns can be embedded into hospital routines through internal communication channels, workshops, and visual prompts to normalize digital transformation efforts. These initiatives not only support learning but also foster a culture of continuous improvement and digital openness.

The expected outcomes of successful capacity building and awareness-raising initiatives include increased digital fluency among healthcare workers, greater acceptance of standardized documentation, and improved clinical accuracy. In the longer term, these efforts help build trust in digital systems, strengthen organizational readiness for digital innovation, and enhance patient safety through more reliable and transparent care practices.



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To turn these service concepts into action, relevant solution suppliers can serve as inspiration (all gathered in D1.2.1). For instance, KLIK Green supports hospital-wide awareness campaigns on climate protection, training climate managers and embedding sustainability messages into daily routines; Green Hospital PLUS includes communication strategies and awareness-raising on energy efficiency and climate-neutral practices; HosmartAI contributes by incorporating staff training focused on AI-enabled workflows, such as the use of robotic nurses. Other relevant contributors include InSimo, Hocoia, and Clinova, who support simulation-based training, health data solutions, and digital health adoption, respectively.

These actors provide essential entry points for implementing training and awareness initiatives across healthcare systems. Their combined efforts contribute to a digitally literate and informed workforce, capable of engaging with and supporting broader sustainability and innovation goals in healthcare.

Further examples can be found at the following [link](#).

4.2.2. Service Category 2: Innovation Development

Service Category	Services	Description	Challenges Addressed with this Service	Related OUTCOME
Innovation Development	Policy Recommendation Development	Support service for developing national or institutional policies on digital nursing documentation.	Gaps between practice and regulation, lack of standardization	Adherence to regulations and ethics
	Hospital Innovation Development and Transition	Supporting hospitals in identifying, designing, and implementing innovative solutions that improve patient care, operational efficiency, and sustainability.	Resistance to change and slow adoption of new solutions in hospitals	Raising awareness and promoting patient acceptance

Table 11 - Overview: Structure of service category “Innovation development” (source: Project generated, September 2025)

The workshop results can be found at the following [link](#).

Innovation Development is defined through two complementary services: **Policy Recommendation Development** and **Hospital Innovation Development and Transition**. Together, these services aim to strengthen digital transformation in healthcare by shaping enabling policies and supporting practical innovation within hospital environments.

Policy Recommendation Development supports the creation of national or institutional guidelines that promote the use of digital nursing documentation. These recommendations serve as a bridge between regulatory frameworks and real-world practices, ensuring that healthcare innovation is both ethical and aligned with broader system objectives. In parallel, **Hospital Innovation Development and Transition** focus on helping hospitals identify, design, and implement innovative solutions that enhance patient care, improve operational efficiency, and advance sustainability goals.

Each of these services aims to produce distinct yet interconnected outcomes. **Policy Recommendation Development** facilitates adherence to regulations and ethical standards, creating



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a solid foundation for responsible innovation. **Hospital Innovation Development**, on the other hand, focuses on raising awareness and promoting patient acceptance, ensuring that new technologies and approaches are embraced at both institutional and patient levels.

These services are designed to address significant challenges. In Policy Development, they help bridge gaps between regulatory frameworks and the realities of clinical practice, while also promoting greater standardization across healthcare systems. At the **hospital level**, the services support overcoming resistance to change and accelerating the adoption of innovative solutions—particularly in settings where resources or staff capacity are limited. To overcome these challenges, the service concepts include a range of participatory and strategic methods are employed (described in the Toolkit D1.1.1). These include the Policy Delphi Method and Citizen Science, which engage diverse stakeholders in shaping future-oriented policy directions. Approaches like Food and Innovation, Open Space Technology, and Most Significant Change create inclusive environments for exploring new ideas and evaluating impact. Techniques such as Rapid Prototyping Sessions, NAF (Needs, Approach, Features) Technique, and Scenario Building further support the design and testing of innovative healthcare solutions in real-world contexts.

Realizing these services requires a robust combination of skills and resources. These include healthcare systems knowledge, innovation management, and strategic thinking, as well as expertise in innovation ecosystem mapping and health policy analysis. Together, these capabilities support the navigation of complex systems, the integration of innovations into clinical workflows, and the alignment of institutional strategies with broader health objectives.

Relevant solution suppliers have been identified in D1.2.1 in driving these initiatives forward. For **Hospital Innovation Development and Transition**, HosmartAI offers an AI-based hospital development model that connects digital innovation with clinical workflows. Medtech4 Europe strengthens cross-regional medtech innovation ecosystems, while Rudolfinerhaus contributes with digital engineering and sustainability contracting models. In the area of **Policy Recommendation Development**, JADECARE provides guidelines for digitally enabled, person-centered care, and TEHDAS 2 supports interoperability within the European Health Data Space framework. Dialogical Work contributes through capacity-building approaches in governance, using dialogical methods to support collaborative decision-making and inclusive policy formation.

These Solution Suppliers create critical entry points for transforming innovation concepts into systemic action—helping to bridge the gap between high-level strategy and practical implementation in healthcare institutions.

Further examples of Solution Suppliers can be found at the following [link](#).



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4.2.3. Service Category 3: Workshops

Service Category	Services	Description	Challenges Addressed with this Service	Related OUTCOME
Workshops	Co-Creation Workshop	Organize regular co-creation workshops that bring together nurses, physicians, IT staff, administrators, and policymakers to collaboratively design, test, and refine the digital platform and related processes.	Misalignment between user needs and technical features, inconsistent standards and communication gaps, fragmentation across departments and professions.	Foster collaboration, research and innovation
	Ideation Workshops	Organize a structured, collaborative session focused on generating and developing new ideas to address a specific challenge or opportunity, while engaging multiple stakeholders.	Difficulty engaging diverse stakeholders in creative problem-solving	Foster collaboration, research and innovation

Table 12 - Overview: Structure of service category „Workshops” (source: Project generated, September 2025)

The workshop results can be found at the following [link](#).

Workshops are defined through two core services: **Co-Creation Workshops** and **Ideation Workshops**. Together, they provide structured spaces for collaborative engagement, aiming to accelerate innovation, improve alignment among stakeholders, and support the design of user-centered digital solutions in healthcare.

Co-Creation Workshops bring together nurses, physicians, IT staff, administrators, and policymakers in regular, interactive sessions to collaboratively design, test, and refine digital platforms and related processes. These workshops aim to foster inclusive development processes where all stakeholder perspectives are represented, ensuring that digital solutions are relevant, practical, and broadly accepted.

In parallel, **Ideation Workshops** serve as structured, collaborative sessions focused on generating and developing new ideas in response to specific challenges or opportunities. These workshops engage multiple stakeholders in creative problem-solving, encouraging fresh thinking and novel approaches within a shared framework.

The intended outcomes of these services are closely related. Co-creation workshops aim to foster collaboration, research, and innovation, laying the groundwork for meaningful improvements in digital healthcare solutions. Ideation workshops are designed to accelerate the pace of collaboration and innovation, enabling rapid idea generation and the exploration of actionable concepts.

Each service is designed to address challenges. **Co-Creation Workshops** help tackle issues such as misalignment between user needs and technical features, inconsistent standards, communication gaps, and fragmentation across departments and professions. By addressing these barriers early in the design process, they improve the effectiveness and usability of digital solutions. For **Ideation Workshops**, on the other hand, aim to overcome the difficulty of engaging diverse stakeholders in open-ended, creative problem-solving—particularly in structured or hierarchical environments where innovation may be seen as risky or time-consuming. To generate effective results, a variety of participatory and creative methods are harvested from the Toolkit (D1.1.1). These include Reverse Thinking/Negative Brainstorming, which challenges conventional assumptions, and Most Significant Change, which focuses on capturing impactful outcomes. Action Planning Workshops help translate ideas into actionable steps, while techniques such as Crazy 8, Top 100, and Future Lab stimulate divergent thinking and visualize long-term opportunities.



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Realizing the full potential of workshops requires a strong foundation of skills and resources. These include stakeholder engagement and facilitation, group dynamics management, and advanced capabilities in creative thinking, design thinking, and user-centered design. Facilitators must be adept at guiding groups through structured but flexible processes, creating an environment of trust where diverse voices can contribute and challenge one another constructively.

When effectively delivered, workshops produce outcomes such as user-aligned digital solutions, enhanced interdepartmental collaboration, and increased innovation capacity within healthcare institutions. These processes not only accelerate the development of practical tools and strategies but also help embed innovation as a standard part of healthcare planning and service delivery.

To support the successful implementation of workshops, a range of enabling actors and platforms can be leveraged. These include existing innovation ecosystems, digital health platforms, and transdisciplinary initiatives that prioritize participatory design and collaborative innovation in healthcare. Relevant solution suppliers (gathered in D1.2.1) include **HERCULES**, which offers demand-driven regional innovation services and facilitates matchmaking between companies, hospitals, and policy actors; the **Alliance for Sustainable Medical Technology**, which co-creates eco-design solutions with hospitals, industry, and researchers; and **Clinnova**, a platform supporting data-driven clinical innovation through cross-border collaboration. Further information about the Solution Suppliers can be found at the following [link](#).

4.2.4. Service Category 4: Matchmaking and Support for Innovation Project

Service Category	Services	Description	Challenges Addressed with this Service	Related OUTCOME
Matchmaking & Support for Innovative Project	Matchmaking	Connecting hospitals, startups, researchers, and industry partners to foster collaborations that accelerate the development and adoption of innovative healthcare solutions.	Lack of visibility into potential collaborators and innovative healthcare solutions	Foster collaboration, research and innovation
	Support for Innovative Projects	Providing tailored guidance, resources, and expertise to help innovative projects progress from concept to implementation, including validation, funding opportunities, and scaling support.	Limited access to expertise, resources, and funding slows innovation progress	Foster collaboration, research and innovation

Table - Overview: structure of service category “Matchmaking and Support for innovative project” (source: Project generated, September 2025)

The workshop results can be found at the following [link](#).

The final service category of the STEMLab APPROACH, **Matchmaking & Support for Innovative Projects**, is defined through two interconnected services: **Matchmaking** and **Support for Innovation**. Together, they aim to accelerate the development, adoption, and scaling of impactful healthcare solutions by facilitating strategic collaborations and providing targeted guidance to promising initiatives.

Matchmaking focuses on connecting hospitals, startups, researchers, and industry partners to foster collaboration. These partnerships are designed to support the co-creation of innovative healthcare solutions, enabling actors from different sectors to share expertise, align goals, and work toward common outcomes. **Support for Innovative Projects** provides tailored assistance to help projects move from concept to implementation. This includes access to expert guidance, validation



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processes, funding opportunities, and scaling strategies, ensuring that innovations can thrive in real-world healthcare environments.

The outcomes of both services are closely aligned. Both foster collaboration, research, and innovation, providing critical momentum for healthcare transformation. By facilitating knowledge exchange and supporting project development, this service category contributes to a more dynamic and responsive innovation ecosystem.

These services are designed to address several persistent challenges in the innovation ecosystem. Matchmaking efforts help overcome the lack of visibility into potential collaborations, leading in missed opportunities to connect relevant actors. They also aim to improve access to expertise, resources, and funding—factors that are essential for driving innovative projects forward, particularly when multi-disciplinary input and cross-sector coordination are required. For the successful implementation of the aforementioned services, a range of methods from D1.1.1 can be applied. Tools such as Design Thinking and Project-in-a-Day support rapid innovation and concept development, while Mind Mapping and Fishbone Diagrams help stakeholders visualize challenges and identify root causes. The Megatrend Method allows teams to anticipate future developments and align projects with long-term trends in healthcare and society.

These methods require a diverse and specialized set of skills and resources. Effective stakeholder coordination—including clinicians, IT professionals, patients, and hospital management—is essential for ensuring broad engagement and alignment. Access to project funding mechanisms such as Horizon Europe and public-private partnerships enables sustained development, while interdisciplinary team capacity across technology, health, policy, legal, and business domains ensures that innovative projects are both viable and scalable.

When applied effectively, these services lead to outcomes such as enhanced innovation readiness, faster development and adoption of new solutions, and stronger partnerships across sectors. Matchmaking and innovation support activities also strengthen the foundation for long-term, system-level transformation by embedding innovation into everyday hospital processes and policy frameworks.

To turn these services into action, relevant Solution Suppliers have been gathered in D1.2.1. HERCULES offers demand-driven regional innovation services and facilitates matchmaking between companies, hospitals, and policy actors. The Alliance for Sustainable Medical Technology provides co-created eco-design solutions developed collaboratively by hospitals, researchers, and industry stakeholders. Additionally, CLINNOVA contributes advanced data and technology integration solutions to support scalable and patient-centered innovation in healthcare. These actors create valuable entry points for matchmaking and innovation support, helping to convert ideas into impactful, sustainable healthcare practices. Further examples of Solution Suppliers can be found at the following [link](#).



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4.2.5. STEMLab Persona

This section introduces a representative persona to illustrate the daily realities, needs, and motivations of the healthcare professionals that the STEMLab APPROACH is designed to support.

Attribute	Details
Name	Julie
Age	37
Location	Public hospital- Surgery Department
Job Title	Surgical Nurse
Family Status	Married with two children (ages 7 and 4)
Daily Routine	Manage kids’ routines, works 7-8 hours, does housekeeping, prepares dinner
Info Consumption	Radio (commute), social media, printed material at hospital
Learning Style	Mix of digital (online) + practice; prefers practical, useful knowledge
Openness to Tech	Open to tech that reduces workload or improves patient outcomes
Key Challenges	Stress, low pay, risk of errors, mental fatigue
Needs from STEMLab	Help define real problems, introduce tech solutions, reduce mental load

Table 13 - STEMLab: Persona Example (source: Project generated, September 2025)

The STEMLab APPROACH is designed to support healthcare professionals—especially nurses and surgical staff—who operate in demanding, high-responsibility environments. While the target group spans a broad age range, the core persona is a 37-year-old surgical nurse working full-time in a public hospital setting, balancing professional precision with personal caregiving responsibilities.

These professionals face significant stress due to the complexity of their roles. They are required to follow strict procedures where any mistake could have serious consequences for patients. Many feel overburdened, undercompensated, and mentally exhausted. Yet, they remain deeply committed to delivering quality care and are open to new ideas—particularly those that promise to reduce repetitive tasks, increase safety, or improve outcomes for patients.

Their access to information is limited during working hours, with most learning or updates occurring informally through peers, digital platforms during short breaks, or printed materials provided at work. While their time is constrained, they are motivated to learn—especially when solutions are directly relevant, easy to apply, and demonstrated in realistic, hands-on ways.

The STEMLab APPROACH develops services targeting this group, within their workflow and professional context. Rather than simply offering new technologies, the STEMLab APPROACH begins



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by helping healthcare staff articulate their challenges clearly. It facilitates structured, peer-informed sessions to explore what's not working and co-develop practical, tech-enabled solutions.

By making innovation tangible and relevant, the STEMLab APPROACH empowers hospital staff to:

- Better define and understand the problems they face
- Discover practical tools and technologies that reduce mental and physical burdens
- Build confidence in their ability to adapt and influence change in their work environment

Ultimately, the STEMLab APPROACH gives healthcare professionals not just tools, but **understanding and acknowledgement**—that their everyday frustrations are valid, that change is possible, and that their input matters in shaping the future of healthcare.

4.2.6. Ensuring Long-Term Sustainability

The long-term sustainability of healthcare innovation within the HACK-IT-NET network is anchored in the active involvement of key stakeholders. PP5/UKCM brings together hospitals, healthcare providers, policy makers, and academic institutions, including General Hospital Jesenice, the Chamber of Nursing and Midwifery Services of Slovenia, SRIP Health – Medicine, FERI Maribor, and the University of Maribor. These actors ensure that innovation efforts are aligned with real-world healthcare needs and institutional frameworks. PP6/BVF complements this by connecting regional authorities and solution providers, offering a vital link between public governance and practical implementation.

Each service category within HACK-IT-NET addresses sustainability through specific, targeted strategies. For **awareness campaigns and training programs**, long-term impact is achieved by integrating them into institutional routines, focusing on behavioral change rather than one-time learning, and regularly updating the content to reflect new developments. Feedback from participants informs ongoing improvements, and sustainability is reinforced through reliable funding and validation from organizational leadership, ensuring alignment with internal priorities.

Innovation development requires a more systemic approach. Aligning innovations with institutional goals ensures relevance and adoption, while tracking their impact allows for evidence-based scaling. Structured knowledge transfer supports replication across regions, and scalability plans ensure readiness for broader deployment. Regulatory compliance and proactive risk management are essential to avoid barriers, while long-term funding provides stability. Strong cooperation with policymakers, paired with strategic lobbying, helps align innovations with future regulations and supports broader policy change.

Workshops play a critical role in translating concepts into practical application. Their sustainability depends on their ability to act as a bridge to implementation, strengthen relationships among stakeholders, and build confidence among end users. Documenting and sharing the outcomes of workshops supports learning beyond individual events. Continuity is maintained through follow-up activities, dedicated funding, and the use of collaborative platforms such as Miro or Jira.



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Interdisciplinary teams—including experts from technology, healthcare, legal, business, and policy—are essential to address the complexity of innovation in this space.

For **matchmaking and support services for innovative projects**, sustainability begins with ensuring a strong alignment between problems and solutions. Building trust among all parties involved is critical to foster collaboration and reduce risk. Clear guidance through the innovation pathway helps projects move from concept to implementation effectively. Documenting processes and results ensures replicability, while a human-centered design approach across all activities keeps the focus on end users. Compliance with data protection standards such as GDPR and HIPAA is a baseline requirement, and sustainable financing is supported through mechanisms like Horizon Europe and public-private partnerships.

Taken together, these strategies form a coherent sustainability framework that supports every stage of the innovation process. With a strong stakeholder base, institutional alignment, continuous feedback, regulatory foresight, and stable funding, HACK-IT-NET is positioned to ensure that healthcare innovations are not only developed—but also adopted, scaled, and sustained over the long term.

4.3. PolicyParley

The **PolicyParley** APPROACH focuses on translating practical healthcare insights into actionable, sustainable policies by directly engaging key stakeholders—policymakers, political decision-makers, administrative authorities, healthcare providers, civil society, science and research and technology providers in healthcare. The **PolicyParley** APPROACH supports the development of policies that promote cross-border cooperation, integrated care strategies, and long-term innovation. Based on the insights gathered through collaborative processes and stakeholder engagement, the PolicyParley APPROACH delivers 3 service categories, each encompassing specific services.



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Service Category	Service	Description	Challenges Addressed with this Service	Related OUTCOME
Stakeholder Engagement and Awareness Raising	Stakeholder Engagement	Conduct targeted activities, such as focus groups and consultations, to involve healthcare providers, policymakers, and community actors in identifying barriers, enablers, and strategies for integrating digital health tools into diverse settings.	Fragmented communication between stakeholders in the healthcare sector Lack of involvement of citizens and patients in decision-making processes Lack of political and legal framework conditions for digital health solutions Different levels of digital maturity and priorities in cross-border regions Low visibility of best practices and successful pilot projects	Multi-stakeholder collaboration and participative decision-making
	Awareness Raising	Awareness raising for H&C topics in public and offering a way to be active	Low public understanding of digital health solutions and their benefits Lack of public participation in health policy processes Information gaps between political decision-makers and citizens Resistance to changes in the health system due to a lack of transparency	Awareness raising and education initiatives
Social Innovation Framework	Ideation Workshops	Organize structured workshops that bring together diverse stakeholders to collaboratively generate ideas and solutions for current challenges in digital health and cross-border care. These workshops foster creativity, mutual understanding, and co-creation, laying the groundwork for innovative policy approaches.	Lack of creative and participatory spaces for developing new healthcare solutions Lack of interdisciplinary exchange between politics, practice and research Barriers to innovation due to silo-like structures in administration Low involvement of end users in concept development	Building strategic governance framework for improved service provision
	Framework Development	Develop a social innovation framework for diverse settings.	Lack of systematic approaches to integrating social innovations into health policy Different conditions and needs in urban vs. rural regions Lack of scalability and transferability of existing models Fragmentation of innovation processes at regional level	Building strategic governance framework for improved service provision
Recommendations	Scalability Assessment	Explore how the intervention can be adapted to various contexts, to maximize its impact and avoid misuse.	Lack of mechanisms for assessing the transferability of pilot projects Risk of misuse or ineffective implementation in new contexts Different regulatory and cultural frameworks Lack of evidence-based decision-making basis for scaling	Advocating for the necessary resources and incentives to drive the change
	Sustainability Plan	Develop a strategic plan to ensure the long-term viability of the pilot actions and policy innovations. This includes identifying funding sources, institutional anchoring, stakeholder ownership, and integration into existing health governance structures. The plan aims to move beyond project-based thinking and embed successful interventions into routine practice.	Short-term project logic without long-term anchoring Lack of funding prospects beyond the project duration Little institutional support for innovative approaches Lack of strategic partnerships to ensure continuity	Building strategic governance framework for improved service provision
	Policy Recommendations	Translate insights from pilot actions, stakeholder consultations, and research into concrete policy recommendations. These aim to inform decision-makers at regional, national, and EU levels about necessary regulatory adjustments, funding mechanisms, and strategic priorities to support digital transformation and cross-border collaboration in healthcare.	Lack of political connectivity of project results Insufficient integration of practical knowledge into political decision-making processes Inadequate consideration of regional differences in national strategies Weak evidence base for political measures in the field of digital health	Building strategic governance framework for improved service provision

Table 14 - PolicyParley service overview (source: Project generated, 2025)

The workshop results can be found at the following [link](#).

The following pages provide a comprehensive description of the service categories and corresponding services within the PolicyParley APPROACH. This is followed by a persona description, as well as a discussion on long-term sustainability and key stakeholders' engagement.

4.3.1. Service Category 1: Stakeholder Engagement and Awareness Raising

Service Category	Service	Description	Challenges Addressed with this Service	Related OUTCOME
Stakeholder Engagement and Awareness Raising	Stakeholder Engagement	Conduct targeted activities, such as focus groups and consultations, to involve healthcare providers, policymakers, and community actors in identifying barriers, enablers, and strategies for integrating digital health tools into diverse settings.	Fragmented communication between stakeholders in the healthcare sector Lack of involvement of citizens and patients in decision-making processes Lack of political and legal framework conditions for digital health solutions Different levels of digital maturity and priorities in cross-border regions Low visibility of best practices and successful pilot projects	Multi-stakeholder collaboration and participative decision-making
	Awareness Raising	Awareness raising for H&C topics in public and offering a way to be active	Low public understanding of digital health solutions and their benefits Lack of public participation in health policy processes Information gaps between political decision-makers and citizens Resistance to changes in the health system due to a lack of transparency	Awareness raising and education initiatives

Table 15 - Overview: Structure of service category „Stakeholder engagement and awareness raising“ (source: Project generated, September 2025)

The workshop results can be found at the following [link](#).

The service category **Stakeholder Engagement & Awareness Raising** is composed of two complementary services: **Stakeholder Engagement** and **Awareness Raising**. Together, these



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services aim to foster participatory decision-making and enhance public understanding around health and care topics, with a special focus on integrating digital health tools in diverse settings.

Stakeholder Engagement involves conducting targeted activities such as focus groups, consultations, and participatory formats to involve healthcare providers, policymakers, and community actors in identifying barriers, enablers, and strategies for the successful adoption of digital health solutions. The emphasis is on facilitating inclusive dialogue and building shared ownership of innovation processes.

In parallel, **Awareness Raising** focuses on informing the broader public about key health and care issues, including digital transformation in healthcare. This service provides accessible opportunities for citizens to become informed and engaged, ultimately supporting public participation and trust in health system innovations.

The intended outcomes of these services are distinct but interconnected. **Stakeholder Engagement** leads to multi-stakeholder collaboration and participative decision-making, ensuring that diverse voices contribute to shaping digital health strategies. **Awareness Raising** results in broader education and visibility of health and care topics, creating a more informed public and fostering openness to innovation.

These services are designed to address specific challenges. **Stakeholder Engagement**, activities aim to improve fragmented communication among healthcare actors, enhance citizen and patient involvement in health decision-making, and support the development of enabling political and legal frameworks for digital solutions. They also help bridge varying levels of digital maturity across regions and increase the visibility of best practices to facilitate cross-border or inter-institutional collaboration.

Awareness Raising efforts respond to low public understanding of digital health tools, limited participation in health policy processes, and existing information gaps between decision-makers and the public. In some cases, these services help reduce resistance to change by promoting transparency and simplifying the perceived complexity of healthcare reforms.

To effectively implement these services, a range of participatory and communication-focused methods from the Toolkit (D1.1.1) can be applied. These include the Six Thinking Hats and the Puimala Methodology to structure stakeholder dialogue and explore diverse perspectives. Citizen Science serves as a foundation to raise awareness while engaging stakeholders in evidence generation. Additional tools such as Storytelling Circles, Webinars, and Expert Interviews with Audience Participation enable both information sharing and public engagement in flexible, accessible formats.

Delivering these services requires a specific set of skills and resources. Key competencies include communication planning, stakeholder mapping and analysis, and networking across sectors and regions. Resources such as a fundraising and budget plan are essential for sustainable campaign delivery, while strong communication skills underpin effective interaction with both professional stakeholders and the wider public.



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When executed successfully, these services lead to more inclusive, transparent, and resilient health systems. They contribute to a culture of collaboration, empower citizens to participate in shaping healthcare transformation, and build trust in digital health innovations.

To support implementation, relevant actors and initiatives—detailed in associated stakeholder groups—can be leveraged. These include cross-border platforms for public engagement, organizations with expertise in civic participation, and initiatives that promote transparency and collaboration in digital health policy development.

Relevant Solution Suppliers have been harvested in D1.2.1, enabling project partners and any further interested stakeholder to gain insights when developing new services. HERCULES fosters co-created solutions, while projects like TrentinoSalute4.0, Trentino Salute+, and C.O.P.E. engage diverse actors from public, private, and civil society sectors. KLIC Health 2050 and the Forum Health Region Baden-Württemberg support strategic and regional health innovation. CURAVIVA brings in the care institution perspective, and SHIFT-HUB enables digital health transformation through shared protocols and flexible implementation. Further Solution Suppliers examples can be found at the following [link](#).

4.3.2. Service Category 2: Social Innovation Framework

Service Category	Service	Description	Challenges Addressed with this Service	Related OUTCOME
Social Innovation Framework	Ideation Workshops	Organize structured workshops that bring together diverse stakeholders to collaboratively generate ideas and solutions for current challenges in digital health and cross-border care. These workshops foster creativity, mutual understanding, and co-creation, laying the groundwork for innovative policy approaches.	Lack of creative and participatory spaces for developing new healthcare solutions Lack of interdisciplinary exchange between politics, practice and research Barriers to innovation due to silo-like structures in administration Low involvement of end users in concept development	Building strategic governance framework for improved service provision
	Framework Development	Develop a social innovation framework for diverse settings.	Lack of systematic approaches to integrating social innovations into health policy Different conditions and needs in urban vs. rural regions Lack of scalability and transferability of existing models Fragmentation of innovation processes at regional level	Building strategic governance framework for improved service provision

Table 16 - Overview: Structure of service category “Social Innovation Framework” (source: Project generated, September 2025)

The service category **Social Innovation Framework** is defined through two key services: **Ideation Workshops** and **Framework Development**. Together, these services aim to build strategic governance models that support inclusive and effective digital health solutions, particularly in the context of cross-border and regionally diverse healthcare systems.

Ideation Workshops are structured spaces that bring together stakeholders from various backgrounds—including healthcare professionals, policymakers, researchers, and end users—to collaboratively generate solutions for pressing challenges in digital health and cross-border care. These workshops encourage co-creation, creative thinking, and mutual understanding, laying the foundation for more responsive and inclusive policy approaches.

Framework Development focuses on translating ideas generated through participatory formats into scalable, transferable, and context-sensitive governance frameworks. This framework aims to support sustainable innovation by integrating social perspectives into the planning, implementation, and evaluation of healthcare initiatives.



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The outcomes of both services are aligned toward building strategic governance frameworks that can improve service provision and policy coherence. Through participatory ideation and structured framework development, this service category ensures that innovation is not only technically sound but also socially embedded and context-aware.

These services are designed to address specific structural and systemic challenges. **Ideation Workshops** aim to create creative and participatory spaces within health systems and foster interdisciplinary exchange between politics, practice, and research. They help break down siloed administrative structures and promote the early involvement of end users in concept development, strengthening the relevance and adoption of innovative ideas.

Framework Development addresses the lack of systematic approaches for integrating social innovation into health policy, as well as regional disparities between urban and rural healthcare contexts. It also seeks to develop scalable and transferable models while countering the fragmentation of innovation processes at the regional level, helping ensure better alignment and continuity across systems. For the successful implementation of these services, a range of participatory and creative methods from the Toolkit D1.1.1 can be used. These include Design Thinking and Project-in-a-Day formats to drive rapid ideation, as well as tools like 6-3-5 Brainwriting, Crazy 8, and SCAMPER to generate a breadth of innovative solutions. These methods promote lateral thinking and structured creativity, allowing diverse groups to collaboratively define and refine new approaches.

Implementing this service category successfully requires a variety of skills and resources. Key among them are moderation and facilitation skills, particularly when working with mixed stakeholder groups that bring different perspectives to the table. Additional needs include the development of a comprehensive fundraising and budget plan to ensure long-term sustainability and the ability to manage and adapt strategies to suit different regional or cultural contexts.

The expected outcome of this service category is a strategic shift in governance models, where social innovation is recognized and embedded as a critical component of healthcare transformation. By involving stakeholders directly in the innovation process and ensuring that frameworks are adaptable and inclusive, the Social Innovation Framework category contributes to a more responsive, participatory healthcare system.

To support implementation, several relevant solution suppliers (gathered in D1.2.1) provide valuable input and tools. The Erasmus+ Dialogical-Work project strengthens governance through participatory dialogue methods. MOVECO promotes the circular economy and innovation transfer in healthcare systems. Initiatives like DigiCare4CE contribute to digital transformation in central Europe, while peer review, stakeholder workshops, online stakeholder events, and study visits offer practical opportunities for knowledge exchange and collaborative framework building.

These Solution Suppliers (D1.2.1) provide crucial inspiration for translating participatory ideas into impactful, strategic governance outcomes.

Further solution suppliers examples can be found at the following [link](#).



4.3.3. Service Category 3: Recommendations

Service Category	Service	Description	Challenges Addressed with this Service	Related OUTCOME
Recommendations	Scalability Assessment	Explore how the intervention can be adapted to various contexts, to maximize its impact and avoid misuse.	Lack of mechanisms for assessing the transferability of pilot projects Risk of misuse or ineffective implementation in new contexts Different regulatory and cultural frameworks Lack of evidence-based decision-making basis for scaling	Advocating for the necessary resources and incentives to drive the change
	Sustainability Plan	Develop a strategic plan to ensure the long-term viability of the pilot actions and policy innovations. This includes identifying funding sources, institutional anchoring, stakeholder ownership, and integration into existing health governance structures. The plan aims to move beyond project-based thinking and embed successful interventions into routine practice.	Short-term project logic without long-term anchoring Lack of funding prospects beyond the project duration Little institutional support for innovative approaches Lack of strategic partnerships to ensure continuity	Building strategic governance framework for improved service provision
	Policy Recommendations	Translate insights from pilot actions, stakeholder consultations, and research into concrete policy recommendations. These aim to inform decision-makers at regional, national, and EU levels about necessary regulatory adjustments, funding mechanisms, and strategic priorities to support digital transformation and cross-border collaboration in healthcare.	Lack of political connectivity of project results Insufficient integration of practical knowledge into political decision-making processes Inadequate consideration of regional differences in national strategies Weak evidence base for political measures in the field of digital health	Building strategic governance framework for improved service provision

Table 17 - Overview: structure of service category „Recommendations“ (source: Project generated, September 2025)

The service category **Recommendations** is structured around three interconnected services: **Scalability Assessment**, **Sustainability Plan**, and **Policy Recommendations**. Together, these services aim to ensure that the impact of pilot actions and digital health innovations can be sustained, scaled, and strategically anchored in health policy and governance frameworks.

Scalability Assessment explores how interventions can be adapted across different contexts to maximize impact while minimising the risk of misuse. It supports the identification of conditions under which successful models can be transferred or replicated, offering guidance on flexibility, adaptation, and necessary safeguards.

Sustainability Plan goes a step further by developing a strategic roadmap to ensure the long-term viability of the pilot actions and policy innovations. This includes identifying funding mechanisms, securing institutional anchoring, and integrating solutions into existing governance structures. The plan shifts the focus from short-term, project-based activities to long-lasting transformation embedded in healthcare routines.

Policy Recommendations translate insights gained from pilots, stakeholder engagement, and research into actionable guidance for policymakers at regional, national, and EU levels. These recommendations highlight needed regulatory adjustments, funding mechanisms, and strategic priorities to support digital transformation and cross-border collaboration in healthcare.

Each of these services contributes to distinct but complementary outcomes. **Scalability Assessment** supports advocacy for necessary resources and incentives, while both the **Sustainability Plan** and **Policy Recommendations** contribute to building strategic governance frameworks that strengthen service delivery and systemic resilience.

As with other service categories, these services are designed to address a range of persistent challenges. **Scalability efforts** respond to contextual differences across healthcare systems and regions, working to improve the transferability of interventions while minimizing the risk of misuse or oversimplification when replicating complex initiatives. The development of **Sustainability Plans**



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aims to tackle barriers such as insufficient institutional support, lack of dedicated funding, and fragmented ownership structures, all of which can hinder long-term integration.

Policy Recommendation processes address the often-noted gap between innovation and regulation, helping to align what is technologically possible with what is politically and legally feasible. These services also work to improve policy foresight, manage varying levels of digital maturity, and navigate complex multi-level governance structures that can otherwise slow or obstruct the adoption of proposed changes.

To achieve meaningful and lasting results, the application of structured and participatory methods is essential. Methods from the Toolkit- D1.1.1, such as Good Future Dialogues, the Six Thinking Hats, and the Policy Delphi Method, are instrumental in fostering reflection, capturing diverse perspectives, and building consensus. These methods help translate practice-based knowledge into forward-looking strategies, while remaining inclusive and evidence-based.

Delivering this service category requires several core skills and resources. These include the ability to develop comprehensive fundraising and budget plans, ensure compliance with existing legal frameworks, and rely on the support of a skilled legal and administrative office to guide regulatory and strategic alignment. A cross-disciplinary understanding of healthcare systems, policy design, and long-term planning is also essential.

When successfully implemented, the Recommendations service category contributes to system-level impact by ensuring that effective solutions are not only scaled but also sustainably embedded into health systems and policy agendas. It supports continuity beyond pilot projects and strengthens the capacity of institutions to lead and govern digital transformation efforts.

Key solution suppliers gathered in D1.2.1 support the implementation and dissemination of this service category, providing insightful examples. These include multiple Joint Actions of the EU4Health Program, such as EUCanScreen, JACARDI, JADECARE, and the chAnGE Project, which collectively support evidence-based innovation in healthcare policy and practice. Additionally, KLIK Health 2050 provides forward-looking insights into integrated care and digital health futures.

These Solution Suppliers play a central role in ensuring that pilot project learnings translate into impactful, strategic policy frameworks that support cross-border innovation, digital transformation, and sustainable healthcare delivery.

Further solution supplier examples can be found at the following [link](#).

4.3.4. PolicyParley Target Group and Persona

This section presents a core persona that reflects the responsibilities, challenges, and decision-making context of local leaders in ambulant care services, whom the PolicyParley APPROACH is designed to support.

Key Values	Details
Age Range	40-60



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Position	Head of a local ambulant care service provider
Work Environment	Politically entangled, stressed, and balancing care demands with economic and administrative needs
Challenges	Mediating between innovation, financial viability, regulatory requirements, staff, and client needs
Daily Responsibilities	Managing operations, staff & client satisfaction, local lobbying, networking, and family responsibilities
Information Access	Social media, networking channels, local newspapers, radio, and television
Learning Preferences	Learning by doing, supported by new media; prefers proven, low-risk, sustainable innovations
Attitudes Toward Innovation	Personally open, but professionally cautious; only supports implementation if low-risk and sustainable.
Needs	Broader understanding of stakeholders' perspectives; reduce friction and build consensus
PolicyParley Value Proposition	Supports mediation and inclusive dialogue; surfaces hidden tensions and aligns diverse needs for better decision-making

Table 18 - PolicyParley: Persona Example (source: Project generated, September 2025)

The PolicyParley APPROACH aims at supporting local decision-makers in the healthcare sector—particularly those leading ambulant care service providers. These individuals, typically aged between 40 and 60, operate within municipalities and carry the dual responsibility of managing care operations while navigating political, financial, and regulatory pressures.

Their work involves daily coordination of services, ensuring financial sustainability, keeping employees and clients satisfied, and advocating for better care policies at the local level. In addition to professional obligations, they often have to care about their family, adding to their emotional and cognitive load.

They consume information from a broad spectrum of sources—including local newspapers, television, radio, and increasingly, social media and professional networks. Despite high stress, they remain intellectually curious and value innovation—but only when it's proven, sustainable, and poses minimal disruption to existing routines.

Learning for this group is most effective when it's embedded in practical application, supported by reliable media and peer networks. They tend to adopt new solutions only when trust and feasibility are clearly established.



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The PolicyParley APPROACH responds to this need by offering a space for structured dialogue, helping decision-makers surface and understand diverse perspectives—from staff to patients to political stakeholders. Through inclusive and moderated conversations, the PolicyParley APPROACH:

- Reduces friction between conflicting demands;
- Supports more informed, balanced decision-making;
- Encourages implementation of sustainable, low-risk innovations;
- Increases trust and collaboration across the local care landscape.

In short, the PolicyParley APPROACH acts as a bridge between policy, practice, and people, enabling leaders in care to create better-informed, more resilient care strategies—together with their communities.

4.3.5. Ensuring Long-Term Sustainability

Sustainable impact in digital health and citizen-centered innovation requires strong alignment between political vision, healthcare practice, research capabilities, and societal engagement. The HACK-IT-NET network brings together key stakeholders already embedded in this approach, forming the basis for a policy innovation ecosystem that fosters long-term transformation.

PP2/PAT leads with the TrentinoSalute4.0 Competence Center for Digital Health, a formally established structure governed jointly by PAT (as policymaker), APSS (as service provider), and FBK (as research and technology partner). This triple-helix model is further enriched by its openness to companies and citizens, aligning with a quadruple helix approach that integrates decision-making, service delivery, innovation, and community engagement. In the context of digital tools for stress-related diseases, the inclusion of frontline physicians is critical to ensure medical relevance, clinical uptake, and feedback-driven improvement.

PP3/NÖ LGA builds on a broad stakeholder base across political decision-makers, administrative bodies, healthcare providers, civil society, research, and technology sectors. It leverages regional authority structures and active networks such as WHO RHN, EUREGHA, and others to strengthen collaboration across borders and disciplines.

PP9/HSLU contributes academic leadership by anchoring Citizen Science within its institutional structures, while also creating synergies with the Lucerne Living Labs initiative. Internally, this supports a participatory research culture; externally, it allows HSLU to act as a facilitator for events, services, and targeted engagement of associations and foundations within its wider network. HSLU complements this by connecting public (preferably informal caregivers and care recipients), administrative authorities (esp. from municipalities / cantons), and Research&Innovation provides in the health and care sector, offering a connection between public, governance and practical implementation.

LP1/ProMIS was unable to provide answer to this question at this stage of the project.



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Sustainability in this area is built around several strategic pillars. First, the establishment of a policy innovation network provides a formal structure for ongoing dialogue and knowledge exchange among stakeholders. This network facilitates continuity, institutional learning, and agile policy development. Second, the integration of project outcomes into regional health strategies and funding programs ensures that successful approaches are not isolated, but become embedded in official planning processes. Third, long-term resource stability is supported through the use of EU funding instruments such as Interreg and Horizon Europe, which enable cross-regional collaboration and consolidation of innovation models.

To further reinforce sustainability, the development of a digital stakeholder hub is underway. This hub will centralize documentation, support collaboration, and serve as a platform for future development, lowering entry barriers and preserving institutional memory. Lastly, the training of multipliers ensures that participatory methods—such as Citizen Science—are embedded within public administration and stakeholder organizations, extending impact and fostering cultural change from within.

Taken together, these efforts create a durable framework where policy, technology, healthcare, and society collaborate effectively. With a strong stakeholder base, cross-sector alignment, and forward-looking resource strategies, this approach supports the sustained transformation of regional healthcare systems through digital and participatory innovation.

5. Guidelines on how to use and Upgrade the AS Transnational Transfer Service Concepts

This section provides detailed guidelines on how the AS Transnational Transfer Service Concepts, developed in Deliverable D2.1.1, will be tested, upgraded, and adopted throughout the project. It outlines the next steps for implementation, demonstrates the link between this deliverable and related work packages (WP2 and WP3), and highlights the role of piloting, network engagement, and stakeholder feedback in the refinement of the services.



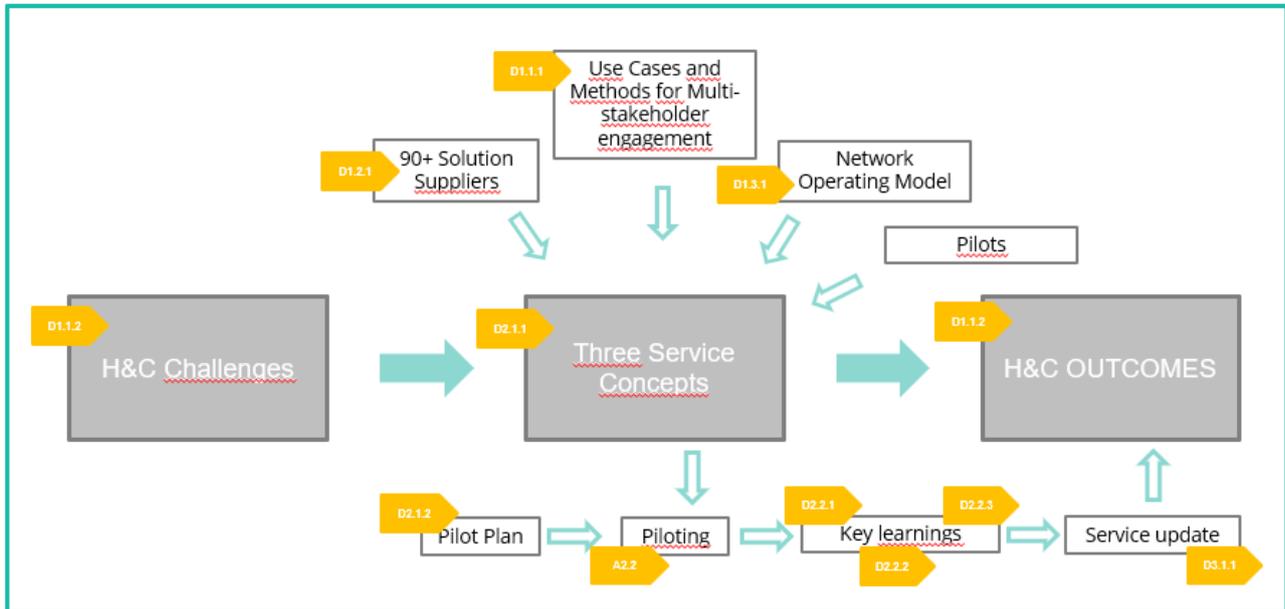


Figure 13 - Structure and correlations of WP1 and WP2 (source: Author-generated, 2025)

The service concepts are the result of an iterative and collaborative process that integrated findings from all WP1 deliverables. These include Deliverable D1.1.2, highlighting main **health and care challenges** in Alpine Space, Deliverable 1.1.1 on **Use Cases and Multi-stakeholder engagement** methods, Deliverable 1.2.1 mapping **90+ Solution Suppliers**, and Deliverable 1.3.1 outlining the **Network Operating Model**. Together, these deliverables informed the creation of D2.1.1, which defines **Three Service Concepts** to be piloted and further developed throughout the project.

Following the completion of D2.1.1, the next step is the development of the **Pilot Plan** (Deliverable D2.1.2), coordinated by PP5/UKCM. This plan sets out how the Three Service Concepts will be tested in real-world regional contexts by the project partners (PPs) and defines the cooperation base/process among these 3 Service concepts. Based on this plan, the piloting phase (Activity A2.2) will begin, during which each PP will test the service concepts they have selected and refined.

The piloting phase is structured to allow for continuous improvement. Each APPROACH group (organized by APPROACH leaders) will hold at least one interim meeting during the piloting phase to reflect on progress, share challenges, and adjust the service concepts if necessary. These meetings are essential for **refining the services** based on early insights and ensuring they remain aligned with user needs and local conditions.

At the end of the Piloting phase, PPs participate in the in-person project meeting to share lessons learned across regions and APPROACH groups, exchange experiences, and discuss the outcomes of the Piloting Activities. These outcomes will be documented in three separate deliverables—D2.2.1, D2.2.2, and D2.2.3—each corresponding to one of the APPROACH groups.

The results of the piloting phase will not only inform future implementation but will also serve as the foundation for upgrading the service concepts. The refinement process will include feedback



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from the Advisory Board and EUSALP representatives. Their input will be incorporated into Deliverable D3.1.1, which will present the upgraded service concepts. This document will also link the service concepts to broader harmonization and coordination (H&C) outcomes envisioned by the project.

In parallel to the Piloting Activities, the network operating groups, as outlined in Deliverable 1.3.1, will play an active role in supporting the evolution of the service concepts. These groups bring together stakeholders across regions to discuss challenges, test ideas, and collaborate on solutions definition and implementation. In cooperation with A1.3 and A2.3, the project partners consider how the service concepts can be represented and further developed within these working groups. This engagement will not only support the piloting phase but may also lead to the emergence of new initiatives and collaborative efforts.

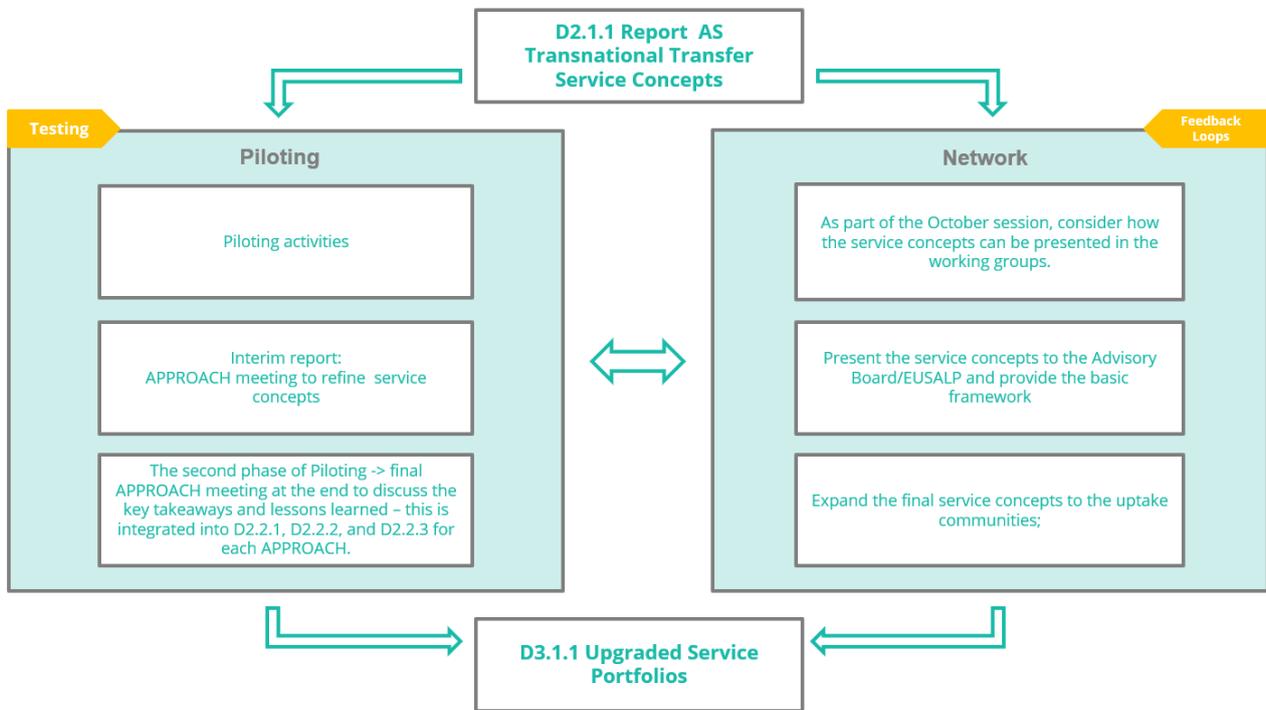


Figure 14 - Overview reporting, Piloting, and Network (source: Author generated, 2025)

Three service concepts (1/APPROACH) described in Section 4 lay the groundwork for the Piloting and Networking phases, ensuring that each service concept is based on a solid understanding of local needs, practical solutions, and the capabilities of the wider project network.

The piloting and service concepts upgrading process consists of the following key stages:

- Conducting piloting activities as defined in D2.1.2
- Organizing interim APPROACH meetings to reflect on and refine services (each APPROACH leader sets the timeline, based on the overall WP2 timeline, as well as PP’s individual piloting plans)
- Participating in a final cross-partner meeting (per APPROACH and at the consortium level) to exchange experiences

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- Documenting key learnings in D2.2.1, D2.2.2, and D2.2.3
- Receiving feedback from the Advisory Board and EUSALP
- Upgrading service concepts in Deliverable D3.1.1 based on piloting and external input from the stakeholders, with the pathways to ensure long-term sustainability of the service portfolio.

Throughout this process, the network operating groups will remain a vital platform for cross-regional dialogue and shared learning. Stakeholders involved in these groups can contribute to service improvement, identify areas for adaptation, and support the scaling of successful APPROACHES. As a result, the service concepts remain flexible, dynamic, and adaptable to evolving regional and transnational needs.

The final stage of the process will involve expanding the refined service concepts to the uptake communities. This ensures that the results of the project are not limited to the original pilot regions but are available for wider application and long-term impact.

In summary, the Three Service Concepts developed in D2.1.1 form an initial base. Through a structured process of piloting, evaluation, networking, and refinement, they will become concrete, tested, and improved solutions with long-term integration and impact in the Alpine Space and beyond.

6. Conclusion and Next Steps

6.1. Conclusion

The purpose of this document is to provide a comprehensive overview of A2.1, detailing the due dates, responsibilities, and the objectives behind the deliverable D2.1.1 *AS Transnational Transfer Service Concepts, linking the Toolkit with AS Health & Care OUTCOMES*.

All PPs must provide feedback within 10 days on the process outlined in this report to ensure they understand the three service concepts and all interlinks with future deliverables.

According to the process developed within this guidance, “in-activity” monitoring will be the collective responsibility of the Deliverable Responsible (PP4/CUAS) and will take place during the monthly project meeting. Deliverable Responsible Partners are expected to take the lead on championing and monitoring the status of deliverable completion, and support the PPs through any troubleshooting.

The WP Leader (PP5/UKCM) will maintain overarching work-package monitoring and will support the Deliverable Responsible in bringing requests to PPs in monthly reminders of WP Status Updates. Each PP is required to contribute to all deliverables in the WP and meet all timed deadlines.



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Any deviation from the foreseen work plan is the responsibility of each Project Partner to verbalize, in writing, to the Responsible Partner, along with an appropriate mitigation pathway to rectify the deviation. The service levels established in the Partnership Agreement set the basis for engagement between the partnership, and escalation will be managed first socially amongst partners before any steps towards the Project Steering Committee’s legal representatives.

6.2. Next Steps

This section summarizes the subsequent activities, building on D2.1.1, aiming to test the service concepts and get feedback, resulting in the final service portfolio delivered in D3.1.1.

- All the key activities are outlined in the following list: The pilot plan, D2.1.2, is provided to the PPs. Together with the service concepts, it provides the framework for the piloting phase and marks the completion of A2.1
- PPs start the piloting phase, with each APPROACH leader defining the basic concepts and PP meeting frequency for lessons learned exchange (D2.2.1, D2.2.2, and D2.2.3 guidance)
- Organize interim APPROACH meetings for reflection and refinement of the service concepts and to provide updates on the progress of the pilot.
- Participate in the final cross-partner meeting at the end of the piloting: one meeting at the APPROACH level to exchange information and then share the insights with the full consortium.
- Contribute to the development of D2.2.1, D2.2.2, and D2.2.3: PPs summarize the piloting activities and key takeaways/lessons learned. This serves as a foundation for the service upgrade in D3.1.1, together with the stakeholders' feedback.
- Integrate feedback from the AB and EUSALP into the service upgrades report
- Support the completion of the D3.1.1 deliverable with service upgrades
- Engage stakeholders via networking operating groups to ensure long-term sustainability of the services (potential flagship initiatives)
- Promote the refined services within the uptake communities

By following this process, the project ensures that the services it delivers are not only well-designed but also relevant, tested, and ready for long-term adoption.

The table below showcases the critical path to ensure the completion of the activity in due time according to AF expectations (due in Period 3). The responsibilities are defined and attributed following the RACI methodology (R: Responsible, A: Accountable, C: Consulted, I: Informed). For further planning, please refer to the section “Timeline,” showcasing the critical path for the deliverable D2.1.1 to be achieved.



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Task to achieve	Deadline (maximum date for implementation and delivering the template)	Responsibilities (RACI methodology)
Finalize and follow the pilot plan (D2.1.2)	Period 3	R: PP5/UKCM; A: PP5/UKCM; C: All PPs
Provide the D2.2.1, D2.2.2 and D2.2.3 guidance	Period 3- - Period 4	R: CAREavan – PP8/BI; STEMLab – PP5/UKCM; PolicParley – PP3/NÖ; A: PP5/UKCM; C: All PPs
Organize interim APPROACH meetings for reflection and refinement.	Period 4	R: CAREavan – PP8/BI; STEMLab – PP5/UKCM; PolicParley – PP3/NÖ LGA); A: PP5/UKCM; C: All PPs
Participate in the final cross-partner meeting at the end of the piloting	Period 5	R: All PPs; A: PP5/UKCM; C: All PPs
Delivery of D2.2.1, D2.2.2, and D2.2.3	Period 5	R: CAREavan – PP8/BI; STEMLab – PP5/UKCM; PolicParley – PP3/NÖ LGA); A: PP5/UKCM; C: All PPs
Completion of the D3.1.1 deliverable with service upgrades and integrate feedback from the AB and EUSALP.	Period 6	R: PP8/BI; A: PP8/ BI; C: All PPs



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

