



Health C – Improving crisis Communication Skills in Health Emergency Management

Progress Report

Public Part

Project information

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Executive Summary

The actual context of globalization where information circulates faster than ever crossing borders without verification/control is demanding new initiatives to improve the control over information and the communication standards. This is of higher importance in emergency scenarios related to health threats that have a large potential of causing problems of international level.

In an emergency situation, health managers, communication managers, population and media are all requested to respond rapidly and effectively in order to maintain or restore normal conditions. This is possible only if extensive preparedness planning programmes are in place and if communication tools and guidelines are available in advance for the all actors involved. For this reason, training and capacity building efforts aimed to develop the professional skills in crisis communication and management within a community or an organization are becoming really important, for the entire society.

Health C Project (Improving Crisis Communication Skills in Health Emergency Management) is a two year initiative co-funded by the European Commission in the framework of the Lifelong Learning Programme, sub-programme Leonardo da Vinci, Development of Innovation aimed at support health authorities' staff in the development of the required competences for better management of communication in emergency situations caused by a health crisis in a scenario of transnational emergencies.

The general objective of the project is to set up a common pattern of content in communication of crisis situation with the final scope of developing a training course and a set of communication tools for increase the skills competences of the health sector staff. The main results of the project will include a training course in communication in emergency situations supported by other additional resources offered in a tool-kit.

The project consortium is composed of 6 European countries including training providers, ICT developers, Consultancy companies, Universities and health related NGO's. Together the consortium gathers the necessary skills and competences to implement the project activities. All partners are involved in all project activities and workpackages – WP - being 4 transversal covering: project management; project monitoring and evaluation; dissemination; exploitation; and 4 of technical background, including: identification of target groups' training needs and competencies; collection of good practices in crisis communication; development of the training course; organization of a pilot course.

From the first year of implementation good cooperation and communication among partners and good implementation in all WP can be highlighted. From the available results, the WP2 (needs analysis) and WP3 (best practices) results are the most relevant so far and are informing the implementation of the other development WP's, especially the definition of the training course and of the tool-kit structure and contents.

In what is related to the dissemination and exploitation, the consortium is preparing adequately the soil for handover the project results to the interested project stakeholders and target groups. Dissemination and Exploitation plans, a large variety of activities, adequate instruments and channels, have been used by partners with positive results in the engagement of the target groups in the project activities and in generating awareness to the project.

Plans for the immediate future include the deliverance of the training course final structure and of its contents as well as of the tool-kit contents with additional resources. The training course and the tool-kit will be made available at a learning platform that will be customized accordingly to the target groups needs and expectations. Finally a piloting of the course will be implemented in all partners' countries. The second year of activities includes also an intensification of the dissemination and exploitation activities in order to reach its target groups and stakeholders at a larger scale, mainly by involving them in the project activities and by promoting workshops and a final conference.

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1. Project Objectives

Health C - Improving Crisis Communication Skills in Health Emergency Management - is a two year initiative co-funded by the European Commission in the framework of the Lifelong Learning Programme, sub-programme Leonardo da Vinci, Development of Innovation. The central aim of the project is to support health authorities' staff in the development of the competences for better management of communication in emergency situations caused by a health crisis in a scenario of transnational emergencies.

The general objective of the project is to set up a common pattern of content in communication of crisis situation with the final scope of developing a training course and a set of communication tools for increase the skills competences of the health sector staff. The main expected results include therefore a training course in communication in emergency situations and the respective training materials, supported by other additional resources offered in a tool-kit. Addressing health authorities managers, crisis managers, communication managers and operative staff, the course will focus on the communication strategy with the general public and the media on how they respond and can give important contribution in emergency scenarios. However and due to the actual importance of social media and networks, special focus will be given to the new communication channels and how can they become a valuable tool in the management of an emergency situation, especially for the involvement of population in general and media.

The project is primarily focus on how health authorities should deal with a crisis emergency in terms of communication procedures, but also on how health authorities should cooperate with population and media to improve the crisis management. In order to reinforce the two way communication channel (health authorities to population and media and vice versa) the project previews the involvement of representatives of the population in general and media in different activities and moments.

Due to the different realities at national and local level in what is concerned to the management of health crisis scenarios, the training course contents and tool-kit will have into consideration those national/local conditions and needs and thus, offer tailored contents for skills development of the local health authorities' managers and personnel for communicating better at a crisis situation.

Considering the overall general objectives, the project addresses in particular managers working at hospitals, emergency infra-structures, civil protection services, regional and local health authorities. Nevertheless, Health C will also have impact in the communication experts, media in general, civil organizations, population that somehow will be indirect beneficiaries.

In detail, the specific objectives of the Health C project are the following:

- To identify new skills and competencies in the area of communication in health crisis management;
- To raise the awareness of local health authorities on the use of new communication media channels in the management of emergency situation;
- To involve general population and media in this crisis communication initiative in order to increase and improve their capacities of reaction in an emergency situation.

In order to reach the above specific objectives, the following activities are expected:

- Conduct an investigation and research on the national realities on managing systems of crisis communications;

- Implement national focus groups with representatives of the target groups that will provide knowledge and feedback for designing the training materials and the course structure;
- Investigate on better practices of communication in crisis situations that can support the definition of communication guidelines;
- Design a training course from a functional point of view focusing on different professionals' competencies and including a special focus on how to use new communication channels in an emergency situation;
- Build-up and make available a set of complementary training and informative resources in an accessible tool-kit;
- Test the training course materials with representatives of the target groups at all partners' countries.

2. Project Approach

The Health C project work plan is divided into 8 workpackages (WP) lead by different partners, with different objectives and durations. However all partners are involved and contributing to the implementation of the activities in all the WP assuring a true European cooperation and at the same time allowing the identification of differences and specifications of each national reality. Below is the description of the project approach per WP.

WP 1 – Project Management

Coordinated by INOVA+

Duration: 24 months

Actual Status: on going

The overall objective of WP1 is to assure the project coordination and communication, guarantying that it runs smoothly, on time, on budget in the agreed quality standards and according to the plans. Under coordination of INOVA+ but with the involvement of all partners, project management activities are also contributing to monitor the project progress and its achievements as well as the communication flows between the project coordinator and the EC services, the coordinator and partners and between partners.

In the framework of the project, 5 partners meetings were previewed (2 were already implemented) to better plan and monitor the project progress. However also distance meetings were and will be conducted when needed. Communication with and between partners is also assured by regular email and by the usage of distance conference services.

To facilitate the sharing of information and the access to documents (being internal documents, project reports and deliverables or dissemination materials) a dropbox folder was created and access provided to all staff members involved in the project. Thus each one can consult and download project related documents anywhere and anytime and also share information.

In order to better monitor the project expenditures, a quarterly reporting scheme is being implemented allowing a constant monitor of the project progress.

WP 2 – Identification of Target Groups' training needs and competencies

Coordinated by HOPE

Duration: 11 months

Actual Status: ended

Coordinated by HOPE, WP2 aims at mapping the competences and needs of the target groups in order to understand better their training needs and expectations, allowing understanding the real gap and on the existing knowledge of the target group, avoiding redundancy and out-of-purpose effort, and maximizing the efficiency of the project.

The results of the WP2 are for the other project activities, mainly for informing the structure of the training course and its main contents and shape better the contents of the tool-kit- All partners were involved in the WP2 activities that were as follows:

- Defining the methodology for the implementation of WP2 and of the templates for identification of the contact list and of weaknesses, strengths and competences of the target groups;
- Desk research for the identification of background data on how health crisis communication is carried out in the different countries and at European level;
- Elaboration and implementation of an EU-scale survey supporting the identification of the weaknesses, strengths and competences of the target groups and of expectations for the training course on crisis communication;

- Elaboration of a report mapping of weaknesses, strengths and competences of the target groups,
- Elaboration of a Background Report.

WP 3 – Collection of good practices in crisis communication and integrated focus groups results

Coordinated by LMU	Duration: 10 months	Actual Status: on going
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WP3 is coordinated by LMU with involvement of all the partners and aims at developing and present a set of good practices and recommendation for crisis communication at an EU level related to health sector, more specifically, for the management of the communication channels and tools and for the construction of efficacy messages during a health emergency.

To achieve these objectives the following activities were implemented:

- Elaboration of guidelines for the implementation of Focus Groups;
- Implementation of 3 Focus Groups at national levels with representatives of the target groups;
- Desk research and literature review on good practices of communication in crisis and emergency situations and of the existing training materials;
- Elaboration and implementation of an EU-scale survey supporting the identification of the weaknesses, strengths and competences of the target groups and of expectations for the training course on crisis communication;
- Elaboration of communication guidelines for emergency management.

The main results of this WP are compiled in three documents that can be consulted at the project website: i) Better Practice Handbook, collecting a set of good communication practices; ii) Focus Groups Findings report containing the analysis of the conclusions of the experts contributions and its impact for the project development; iii) Communication Guidelines for the health emergency scenarios. These results are of high importance for the definition of the structure and contents of both the training course and of the additional resources that will be available on the tool-kit and thus are informing the WP4.

WP 4 Development of the training course, including training material and the tool-kit

Coordinated by ARTICA	Duration: 9 months	Actual Status: on going
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Gathering the results and experiences of the previous WP2 and WP3, and with coordination of ARTICA, the WP4 is expected to develop the training course structure, the training materials and the tool-kit. The training course will have a special focus on new social media/network and online tools used as helpful channels in emergency situation and will be developed in b-learning and with hands on job resources for easy utilization at the daily work.

Also under the WP4 the consortium will chose and define the distance learning platform to use, customize it and prepare it accordingly to the target groups expectations. At this moment a methodology for the implementation of the WP activities is under development. However all the partners will be involved in the preparation of the training contents and of the tool-kit and in the translations into the national languages.

At this stage some of the features of the training course structure are already being discussed by the consortium such as the duration and structure of the course, the platform to use and the modules to develop. In what is concerned to the platform to use, the consortium will probably choose Moodle (a free to use software and easy of customize) with some of its functionalities' accordingly to the expectations of the target groups. The course structure will

have to be simple because from the survey results it's possible to see that the respondents prefer a mix of in-class lessons with distance learning (blended learning) with a low workload (up to 3 hours a week and around 1 month duration).

WP 5 - Organization of a pilot course in different countries

Coordinated by ASL
BRESCIA

Duration: 7 months

Actual Status: not yet started

ASL BRESCIA will coordinate the piloting of the training course and of the tool-kit, allowing the consortium to test and validate the final project results and assess if they meet the real needs of the target groups. A specific methodology will be developed by ASL BRESCIA for the test and piloting of the training course in the participant countries. This methodology will have to preview the test of the contents, of the platform features and of the tool-kit, gathering feedback from the participants.

During the piloting stage an effective evaluation of the training modules and organization will be done through a questionnaire in order to collect the feedback from the pilot course participants'. At the end of the training course, the feedback will be collected and analysed in order to improve the training course and to better adapt it to the target group.

WP 6 – Quality Assurance and Evaluation

Coordinated by AaSHCC

Duration: 24 months

Actual Status: on going

WP6 aims are related to the internal evaluation of the project results and project activities. AsSHCC is leading the WP activities with involvement of all partners and activities are being implemented accordingly to the Quality Management Plan defined at an earlier stage (which includes indicators, tools and criteria used in the project control procedures).

Monitoring and interim reports are being produced allowing the consortium members to be aware of the project rhythm and if its progress as well as of the quality of the main deliverables, the main deviations and its causes and of possible correction measures to be implemented.

Apart from the regular and continuous monitoring and assessment of the project, an internal Quality Board is being implemented. This board is expected to evaluate and investigate quality of the project results and activities at international level, considering the planned products of each WP, planned time limits and communication between the project partners. It will also investigate the quality of the project results assessing its usefulness and accuracy.

WP 7 – Exploitation of the results

Coordinated by INOVA+

Duration: 24 months

Actual Status: on going

Coordinated by INOVA+ the WP7 is devoted to the exploitation of the project main results by elaborating an Exploitation Plan for the sustainable usage of the project results with higher impact on the target groups and stakeholders and higher potential of reutilization. Thus all partners are involved in the WP activities by contacting regularly the project stakeholders' at national level and by preparing the soil for the future usage of the project results.

An initial draft plan for the exploitation of the project results was already drawn and more complete version is expected for the second year of the project. Partners will also have to agree on the conditions for the utilization of the project results and on the IPR issues. However it was decided to devote higher attention to this issue as soon as a proper and

detailed idea about the training course features and contents is available and under development.

WP 8 - Dissemination of project results and activities

Coordinated by INOVA+

Duration: 24 months

Actual Status: on going

The dissemination of the project is crucial to reach the project goals and to involve the target groups in the project activities, engaging them. The aims of the WP8 coordinated by INOVA+ with the involvement of all partners are as follows:

- To elaborate a detail dissemination plan based on the national ambitions of each partner;
- To elaborate a list of contacts to be reached over the project implementation;
- To generate awareness to the project aims and most relevant activities by developing and delivering a project brochure and poster in partners languages;
- To develop, launch and maintain updated the project website;
- To assure the regular communication of the project activities, results and achievements;
- To organise and promote a final conference in Italy to present and discuss the project results;
- To monitor the dissemination activities and achievements.

INOVA+ presented a methodological approach to the WP and supported partners in the definition of the national plans and ambitions and of the activities to be implemented. Considering the 1st year of activities the following main activities we implemented:

- Project logo and visual image/identity;
- National plans and overall dissemination strategy;
- List of contacts;
- Dissemination instruments: A4 info sheet; project brochure; project poster; newsletter template, etc.;
- Launch of the public website and maintaining it updated;
- Continuous and regular communication with project target groups and public in general (including inviting them to participate in the project activities);
- Publishing news on newsletters and websites about the Health C project;
- Creation of the LinkedIn group;
- Elaboration of an Interim dissemination report.

So far the impact achieved is perceived as good and relevant feedback was received. From the large variety of activities implemented in partners' countries as well as outside the partners countries (due to HOPE profile) allow us to reach different dimensions covering face-to-face, media-based and paper-based activities. A large number of stakeholders and of target groups is being constantly addressed (almost 800 members are already included in the stakeholders' lists) by the dissemination and exploitation activities, as well as the public in general. It is estimated that the consortium is generating a good level of awareness among

both the targets: around 11.400 have been in touch with Health C related information, presentations or activities.

For the second year of activities it is expected that the consortium members keep implementing dissemination and exploitation activities as planned and of reaching a higher number of stakeholders and of target groups. The most relevant activities for the 2nd year are the following:

- Update of the national plans and ambitions, including the stakeholders/target groups lists;
- Continuous and regular communication with project stakeholders and target groups, giving notice on the project achievements or inviting them to participate in the project activities (special inviting them to take part of the piloting of the course and of the final conference);
- Print and distribute the info pack;
- Releasing 4 editions of the newsletter, a Press Release, updating the LinkedIn group and the news area in the project website, releasing informative emails; releasing articles and news; attending events to present the project, etc.;
- Organizing a final conference;
- Preparing a comprehensive agreement on the usage of the final results;
- Elaborate a Final Dissemination report.

3. Project Outcomes & Results

The project outcomes and results are being delivered to bring added value to the project target groups and to meet their needs and expectations. Initial plans have been changed and some new deliverables are presented as a consequence. The already ready to present versions of the below deliverables can be consulted in the project website or requested by email (Pedro Costa: pedro.costa@inovamais.pt; or contact the partners at national levels).



Internal Management Plan

The Internal Management Plan provides an overview of the Health C project, the expected results and timeline. It aims to be used as a guide to all partners highlighting the details on partners' roles and responsibilities' and the WPs details.

The management plan includes also a presentation of the project team members, the management principles and rules to use in case of disputes and/or conflicts and finally an overview on the rules for a correct financial management and report of the project expenditures.

Internal Management Report

The Internal Management Report covers the aspects related to the Kick-Off meeting of the Health C project and presents the meeting agenda and venue, the meeting minutes, the list of participants and a detailed on the activities/plans for the coming months.

From the minutes of the Kick-Off meeting partners are able to access to the discussions and findings, namely to the common understanding about the project main target groups and beneficiaries', the concepts of crisis and emergency to use within the project implementation and the methodological approach for each of the WP's of the project.



Methodology, contact list and template for identifying weaknesses, strengths and competences of the target groups

Internal document presenting the overall WP2 methodology and templates. It includes a brief overview on the project objectives and target groups as well as the basic concepts. In higher detail the WP2 methodological approach is presented including the timeline for the implementation of the expected activities, partners' responsibilities.

Mapping the weakness, strengths and competences of the target groups

The mapping of weaknesses, strengths and competences of the target groups (SWOT analysis) aims to identify target groups' training needs and competences. The main objective of the SWOT is to serve as guideline for the development of the training course and the respective training materials, including a tool-kit. This report presents a global SWOT analysis and also an overview of the national situations, presenting commented SWOT national analysis on the countries that are part of the Health C consortium.





Background Report

The background report is the result of a desk research conducted by partners aimed at generating a common understanding on the respective health systems and the way in which they operate in an emergency situation. An overview of relevant existing partnerships and mechanisms at international and EU level is also provided.

Setting up the basis for the future work to be carried out, the overview of the different national contexts supports partners in the analysis of competences and needs of the target groups and in the design and development of the training course and the related materials, which constitute the main objective of the project.

Best Practice

The good practices handbook presents some relevant good practices collected and that will be used to build additional resources to be included in the tool-kit. Among the better practices identified it is possible to find communication models illustrating communicational processes such as The Crisis and Emergency Risk Communication Model or the Three stage approach and Situational Crisis Communication Theory. The better practices includes also examples on how to communicate adequately using the traditional media (journalistic rules, preparing press releases, Do's and Don'ts in communication, etc.) and also the social media.



Focus Group Findings

Three different Focus Groups were promoted in 3 partners countries (GE, IT and PT). The Focus Groups findings presents the guidelines used for implementing the meetings, including recommendations for preparing the focus groups, inviting participants, defining the activities to implement, etc., as well as a summary of the most relevant discussions and findings, comparing the outcomes. The data presented is divided in the answers to the following key questions: i) Which challenges and problems have health authorities and health professionals identified in health crisis communication in Europe? ii) Which solution do the health authorities and health professionals suggest to improve the health crisis communication in Europe?

Communication Guidelines

The report on Communication Guidelines covers the needs of crisis communication considering different realities of the partners' countries. These guidelines will also be used as additional resources for the course participants and included in the tool-kit.

Besides, this report also presents an analysis of some of the survey findings, in the part related to the usage of ICT based tools and of e-Learning courses by the target groups, allowing the consortium to better understand the features to develop and to include in the training platform.



Quality Assurance and Evaluation Plan



The Quality Assurance and Evaluation Plan is an internal document aimed at ensuring consistency and compatibility of the project with its assumptions and goals, efficient achievement of its objectives and practical applicability of project outcomes and deliverables. Consequently the quality management will support the project management and contribute to minimizing of project and quality risks.

This plan includes quality guidelines outlining project timing, quality procedures, deliverables evaluation and review processes. Included in the plan it's also possible to find the evaluation questionnaires being used for assessing the partners meetings and to assure the monitoring of the project progress.

Exploitation Plan

The 1st version of the Exploitation Plan on the Health C project was released at the 1st quarter of the project providing an overview of the project exploitation activities. It aims to be used as a guide to all partners highlighting the details on partners' activities and responsibilities' and the WP7 details. This preliminary version contains partners' intentions towards exploiting the project results to support their own business or activities. A reviewed and more completed version is expected for the final period of the project



Dissemination Plan



The Dissemination Plan is presenting the communication strategy and supporting partners' dissemination activities. It provides guidelines and instructions for partners' continuous dissemination activities and also an overview on the project visual identity and logo as well as a presentation of the most relevant dissemination instruments to be used and activities to be performed. A calendar and distribution of tasks is also presented as well as monitoring and evaluation scheme.

This plan is based on partners' national ambitions and will be updated for the second year of activities, accordingly to the performance and feedback of the first year.

Dissemination Materials

This deliverable presents the dissemination materials produced as well as some tips for its usage, allowing partners to have access to an organized and harmonized set of tools and guidance. It covers the following materials:

- A4 Info Sheet presenting the project
- Website
- Poster
- Brochure
- e-Newsletters



Also a set of **dissemination materials** were developed in order to support partners' dissemination and exploitation activities and to create a uniform approach when communicating outside the consortium.



A4 informational Sheet

Since an initial stage of the project that an A4 informational sheet that could be printed and delivered by hand as if it was a project presentation brochure, or be sent by email in *pdf formant was developed.

Two colour versions were created including information on: overall project objectives and main expected results, indication of the project target groups and beneficiaries' and presentation of the partners.

Health C website (<http://healthc-project.eu/en/>)

The project website is one of the main dissemination tools in use in the framework of the project and even after it ends. The website offers: i) Project brief description, presentations of project partners, aims, objectives, results and links to other resources; ii) News area where posts can be included on the project progress but as well on the project main theme: crisis communication in health emergency management; iii) Download area where the dissemination materials as well as the public deliverables will be made available for consultation; iv) Training informational area where the presentation of the training course and of the tool-kit will be available.



Project Poster

The project poster aims to present briefly the project objectives and its main thematic area as well as providing the consortium contacts, providing stakeholders and the public in general of contacting directly the consortium members.

It is meant to be used in events and to be distributed to public bodies of the public sector and that can be interested in the project, generating awareness and interest for the Health C project.

Project Brochure

The project brochure is the visit card of the project, to be delivered and sent to the various stakeholders, allowing a fast understanding of the project's aims and objectives and also to present the project partners. The brochure is available in electronic and paper version allowing its delivery in face-to-face events and also by email.

This version is meant to be used during the project's life time to promote awareness and interest on Health C project and will have a ready to download version at the project website. It sets out the project's objectives, the consortium members, expected impact, the target groups, contact information and further information channels (highlighting the project website).

An English version is available aimed at being used in all possible situations and contexts and in different countries. However, bilingual versions are also available with the information in English and in partners' languages allowing its distribution to national contacts.



Project Newsletter

A template for eNewsletters was developed in order to produce several informative newsletters on the project achievements. The objective is to release via targeted emailing (digital version), face-to-face events (paper based version) and posted on the project website news on the development of the Health C project, generating interest and awareness to the project and also sharing the project results and knowledge.



LinkedIn Group

A template for eNewsletters was developed in order to produce several informative newsletters on the project achievements. The objective is to release via targeted emailing (digital version), face-to-face events (paper based version) and posted on the project website news on the development of the Health C project, generating interest and awareness to the project and also sharing the project results and knowledge.



4. Partnerships

The consortium has been formed with the intent to serve the main objectives of the project and to ensure its successful and smooth implementation. It consists of 6 partners from Portugal, Italy, Belgium, Germany, Denmark and Spain that collectively represent a balanced mix of skills and expertise – development and integration of ICT, Research and Development, Communication in the health sector knowledge, Management and Training Competencies. This consortium shares the following key-success factors:

- Valuable Communities of relevant contacts;
- Successful previous experience related to the field of European projects;
- Well-combined variety of institutions;
- Skills and competences for the delivery of results.

The Health C partnership is best suited to participate in this project due to the complementary skills, expertise and competences within this project's team. It is also important to highlight that this consortium assures a good geographical coverage, including countries from North of Europe (Denmark), Central Europe (Germany and Belgium) and Southern Europe (Portugal, Italy and Spain). It is also remarkable the inclusion a non-governmental organization with a large network of relevant stakeholders in the Health sector, enlarging the potential of a higher representativeness of the different European realities and also enhancing the potential of the dissemination and exploitation of the project. Looking at partners profiles it's important to highlight the main profile of each one:

	<p>P1 - INOVAMAIS - Serviços de Consultadoria em Inovação Tecnológica, S.A. Portugal www.inovamais.pt</p> <p>INOVA+ is the Portuguese leading company in the field of the promotion and management of international projects on Innovation, Training and Research & Technological Development. INOVA+ has a wide experience in Research and Technological Development projects in ICT for Health, Training actions and project management and will offer its experience in the training development, training materials and its technological supports, project management, dissemination, and results exploitation.</p>
	<p>P2 - ASL BRESCIA - Azienda Sanitaria Locale della Provincia di Brescia. Italy www.aslbrescia.it</p> <p>ASL Brescia is one of the largest Local Health Authorities in Italy located in Brescia province in Lombardia region. It operates autonomously with regard to organization, administration, management of assets, accounts, management and technology, in order to guarantee health services. Its aim is to investigate the population's health needs and the weight of the most common risk factors for acute and chronic diseases in the area, to plan the health services required to respond to the population's health demands, to pay the hospitals and other local authorities for the services they provide, and to evaluate the effectiveness, safety and cost-benefit ratios of the health services provided according to standards of quality. ASL Brescia has knowledge and specific needs for training in the preparedness and response to tackle health crisis.</p>



P3 – HOPE - European Hospital and Healthcare Federation | Belgium | www.hope.be

HOPE is a European association and that includes national hospital associations or representatives from national hospital owners' organisations of the EU-28 Member States as well as Serbia and Switzerland as observer members. HOPE members are covering almost 80% of hospital activity in the EU and almost all the research developed in hospitals. HOPE mission is to promote improvements in the health of citizens throughout the EU and a uniformly high standard of hospital care to foster efficiency, effectiveness and humanity in the organisation and operation of hospital services and of the health systems within which they function. HOPE is pursuing its mission through information, representation, exchange, study, education and research activities. In the field of management of crisis and respective communication, HOPE has recently published "The Crisis, Hospitals and Healthcare". HOPE has also participate in the advisory board of REACT "Response to Emerging infectious disease: Assessment and development of Core capacities and Tools" a European project co-financed within the public health programme.



P4 – LMU - Ludwig-Maximilians-Universität München | Germany | www.en.uni-muenchen.de

LMU is a public entity foundation with 18 faculties, being one of the leading research universities in Europe. The "Institut für Kommunikationswissenschaft und Medienforschung" as part of the faculty for social sciences is one of the largest and most successful communication departments in German-speaking countries. Its competencies reach from journalism and public relations to media effects. It is a member of the initiative "Munich Center of Health Sciences" combining substantial competencies from various disciplines in the field of quantitative health sciences aimed to improve health and health care. It has gained substantial competencies in health and risk communication, specifically communication and dissemination of health risks and health knowledge, health campaigning and evaluation of mediated health and risk communication.



P5 – Aarhus Social and Healthcare College | Denmark | www.sosuaarhus.dk

Aarhus Social and Health Care College, based on the International Department's long-standing experience in implementing EU projects at all levels, has a relevant experience in delivering the project's quality assurance and evaluation package. It also has specialized competence in developing high quality of pedagogical and didactical competences among a group of multimedia designers – to make sure that the college have both the needed competences among multimedia designers and to provide among teachers, to develop, produce and use high quality based educational material. A strong experience in evaluation and quality assurance activities has been developed.



P6 – Artica Telemedicina | Spain | www.articatelemedicina.com

ARTICA Telemedicina was created with the objective of bring to the market technological solutions for the health sector. ARTICA applies its knowledge on technology in medicine, health and social sectors and will contribute to the project by developing adequate tools for health systems based in new technologies to improve health care and medical work. The working team of ARTICA consists of professional profiles highly qualified with extensive experience in the fields of research and development, participating in many European projects and clinical trials.

5. Plans for the Future

With the submission of the Progress Report, Health C has now a year left of its project's lifecycle to deliver the final results as expected, and it will be a year filled with interesting activities, but also a challenge one. During this second year the most relevant challenges in what is related to the implementation are the developing of the training materials and of the tool-kit and the development of the platform where the materials will be placed. Also the testing sessions previewed for the final quarter of the project are of higher importance allowing the consortium of better assessing the conformability of the outcomes with the target groups needs and expectations.

During the second year it is also expected from partners a higher commitment with the exploitation and the dissemination activities. The preparation of the soil for the future usage of the project results is a continuous process but for the second year more activities and efforts from all partners are expected in order to generate higher awareness to the Health C and to involve as much as possible target groups' representatives at the piloting stage and final conference.

Considering the **transversal activities** foreseen for the second year of the project, the following can be stressed out:

WP 1 – Project Management	<ul style="list-style-type: none"> ➤ Implementing of 3 project meetings; ➤ Assuring regular communication with and between partners including the promotion of distance meetings; ➤ Internal monitoring of the project progress, project achievements and outcomes and of the financial expenditures; ➤ Preparation of the final report.
WP 6 – Quality Assurance and Evaluation	<ul style="list-style-type: none"> ➤ Continuous monitoring and assessment of the project progress and of the quality of project results; ➤ Elaboration of monitoring and final assessment reports; ➤ Setting up the Internal Quality Board and define the main tasks, deadlines, indicators and partners responsibilities'; ➤ Coordinate and monitor the activities of the Quality Board.
WP 7 – Exploitation of Results	<ul style="list-style-type: none"> ➤ Review the stakeholders lists and possible multipliers and update the exploitation activities plan; ➤ Continuous communication with stakeholders and possible multipliers; ➤ Update the Exploitation Plan of Health C project.
WP 8 – Dissemination of Project Results and Activities	<ul style="list-style-type: none"> ➤ Update of the national dissemination and exploitation ambitions and of stakeholders lists; ➤ Continuous dissemination of the project accordingly to the plans; ➤ Release of newsletters, articles, reports, news, etc.; ➤ Promotion of national dissemination workshops; ➤ Constant update of the project website; ➤ Organization and implementation of the final conference in Brescia, Italy; ➤ Present the project in other conferences or events; ➤ Elaboration of the Dissemination Final Report.

Looking at the **implementation WP's** the main plans are related to the development of the training materials and of the tool-kit and the preparation of the learning platform (WP4) and also the piloting of the project results with representatives of the target groups (WP5).

Considering the WP4 Development of the Training Course, including training material and the tool-kit a specific methodology will be implemented, under coordination of ARTICA with all partners' involvement. After the definition of the course structure a progressive approach is expected, including the following phases:

- Phase 1 – Definition of the Modules Topics;
- Phase 2 – Definition of the Modules Contents and overall information;
- Phase 3 – Development of the Tool-kit;
- Phase 4 – Development of the Platform and its Features;
- Phase 5 – Translations of the course contents and of the tool-kit;
- Phase 6 – Upload of the materials into to the platform.

Before ending the contents and tool-kit development partners also need to devote some efforts to the preparation of the piloting stage (WP5) and start with the planning of the arrangements for implementing the courses at national level well before of the implementation period. Under coordination of ASL Brescia with involvement of all partners, a methodology will also be set in place covering the communication strategy to recruit participants, the selection of trainers, the arrangements for the in-class sessions and also for the distance sessions and the evaluation of the course and elaboration of reports.

In detail, the following activities are previewed of the implementation of the core project WP's during the next 12 months:

<ul style="list-style-type: none"> ➤ Finalization of the training course structure (modules, duration, etc.); ➤ Development of the modules index covering its objectives, description and topics to approach; ➤ Development of the learning materials; ➤ Design and development of the tool-kit; ➤ Translation of the course contents and of the tool-kit into the national languages; ➤ Definition of the platform features to use; ➤ Customization of the platform accordingly to the needs and preparation of the features to use; ➤ Test of the Platform functionalities. 	<p>WP4 – Development of the training course, including training materials and the tool-kit</p>
<ul style="list-style-type: none"> ➤ Definition of a tailored methodology and guidelines for the implementation of the piloting of the training course and of the tool-kit; ➤ Definition of the best assessment approach; ➤ Implementation of the course in the different countries; ➤ Assessment of the piloting (national and final reports). 	<p>WP5 – Organization of a Pilot Course in Different Countries</p>

6. Contribution to EU policies

Health C project results will contribute to the EU policies related to employment and lifelong learning by creating and testing a vocational training course in a very demanding and specific area/sector where a lack of resources or solutions is noticed. In detail, the project results will contribute to:

- A.** Reinforce of the role of lifelong learning to social cohesion, active citizenship, intercultural dialogue, gender equality and personal fulfilment.

Intercultural dialogue is one of the basic aspects to assure prevention and an adequate management of conflicts and emergency and for assuring social cohesion. Thus the Health C project by improving communication skills and competences of the target groups is taking the communication issues to a higher level and promoting the adoption of better practices and common guidelines to improve the communication in the crisis and emergency scenarios (as well as the monitoring processes of the traditional and social media during those periods).

- B.** Encourage the best use of results, innovative products and processes and to exchange good practice in the fields covered by the Lifelong Learning Programme, in order to improve the quality of education and training.

The project aims to deliver an innovative communication training system and package including a blended learning training course structure, tailored learning contents and a tool-kit with additional resources. By other hand the project results will promote the acquisition of new skills and competences by managers and staff of the health sector that is usually involved in the managing the emergency scenarios. This will have a relevant impact in the increase of the qualifications of the staff of this sector and thus will contribute for better jobs and for retaining qualified persons at the labour market.

Considering the project thematic area, we must highlight its importance in the actual context of a globalization and where information circulates faster than ever across borders without verification/control. In this sense the threats resulting from health crisis or emergency can easily cause cross-border problems and have international impact. For this reasons, the EC established already some mechanisms supporting EU-wide coordination on crisis management.

In an emergency situation, health managers, communication managers, population and media are all requested to respond rapidly and effectively in order to maintain or restore normal conditions. This is possible only if extensive preparedness planning programmes are in place and if communication tools and guidelines are available in advance for the all actors involved. For this reason, training and capacity building efforts aimed to develop the professional skills in crisis communication and management within a community or an organization are becoming really important, for the entire society.

However it is mostly noticed that there is a large tendency for each of the countries to develop their own risk management and communication policies. Despite the fact of each one's policies be effective, there is a lack of harmonized at EU scale and thus, in a real scenarios, lack of coordination and lack of communication can be the bigger issues and cause even more damages that the crisis or emergency situations by themselves.

Considering this perspective, initiatives such the Health C project are essential to provide a backbone for developing transnational plans to address crisis management communication in the health sector through coordination mechanisms or processes, analysis of information using the same approaches, tools and indicators, and communicating effectively at a high

level of efficiency. In fact, the Health C aims at developing a specific knowledge in a given area/sector but that can be used all over Europe.

The main motivation of the project is related to the fact that nowadays the knowledge society and social media channels and instruments open new perspectives creating conditions for generating new ways to respond to emergency as well as new competences and new skills. However, the new social media channels and instruments are also causing several constrains and difficulties to the daily activities of health and communication managers when facing a crisis or emergency scenario. Apart from communicating adequately using these new channels and tools is also important to know how to better monitor them and the information that there circulates at a speed never seen.

As a consequence, Health C aims to contribute to improve this situation by finding a common knowledge and by developing common guidelines on communication in health emergency management, offering an innovative training course and a tool-kit of additional resources. This innovative approach will focus also on how health authorities can improve the cooperation with the others actors involved in the emergency (usually the population and the media) in order to deal with the emergencies condition in the best and quickest way not only improving their communication standards but also monitoring better different sources of information.

