

DIGITAL-2023-CLOUD-AI-04-ICU-DATA

INDICATE

Deliverable D5.1

Comprehensive knowledge utilisation and strategic dissemination, exploitation and communication plan

Cover Page

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¹PU = Public; SEN = Sensitive, limited under the conditions of the Grant Agreement; CO = Confidential, only for members of the Consortium.
²R= Document/Report; DEC = Website; DEM = demonstrator; DATA = federated datasets



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1. Introduction

The INDICATE project, launched on December 2, 2024, is a pioneering European initiative aimed at enhancing data access and sharing among Intensive Care Units (ICUs) across Europe. By developing a federated infrastructure, INDICATE seeks to facilitate secure, cross-border access to large-scale, diverse datasets, thereby advancing patient-centered care and promoting the development of trustworthy AI models in healthcare.

This communication and dissemination plan outlines the strategies and activities designed to maximize the project's impact, ensure broad visibility, and engage relevant stakeholders throughout the project's duration. During the project we will annually update this plan to keep in line with the outcomes of the project.

Current situation data access among Intensive Care Units across Europe

Data access among ICUs across Europe is currently fragmented due to variations in data governance, technological infrastructure, and standards for data collection, storing, and sharing. While some countries have recently made progress in implementing digital systems, accelerated in part by the need to share information on ICU occupancy and patient characteristics during the COVID-19 pandemic, others still face hurdles related to funding, regulations, and the interoperability of clinical systems. This inconsistency hinders multi-center research, quality improvement initiatives, and the ability to share critical patient data in real-time, posing challenges for public health management and innovation in critical care. Consequently, efforts to establish unified platforms and harmonized data frameworks are increasingly recognized as vital for improving patient outcomes and fostering research collaborations across European ICUs.

Communications vs. Dissemination

Communication

Communication is the process of conveying information, ideas, or messages to a specific target audience, often focusing on engagement, awareness-raising, and understanding. In the context of this project, our communication activities aim to inform or spark interest among our main 'external' stakeholders (such as the general public, industry, policymakers but also researchers, ICU nurses and other healthcare professionals outside the INDICATE consortium) about the project's aims, activities, and outcomes.

Dissemination

Dissemination is the act of making project results or knowledge widely available to the groups or audiences that can make the most effective use of it, often in a structured, targeted manner. This involves sharing findings in professional and scientific communities, publishing in relevant journals, and providing outputs to organizations that can apply the results (e.g., hospitals, government bodies, or industry partners).

How they are linked

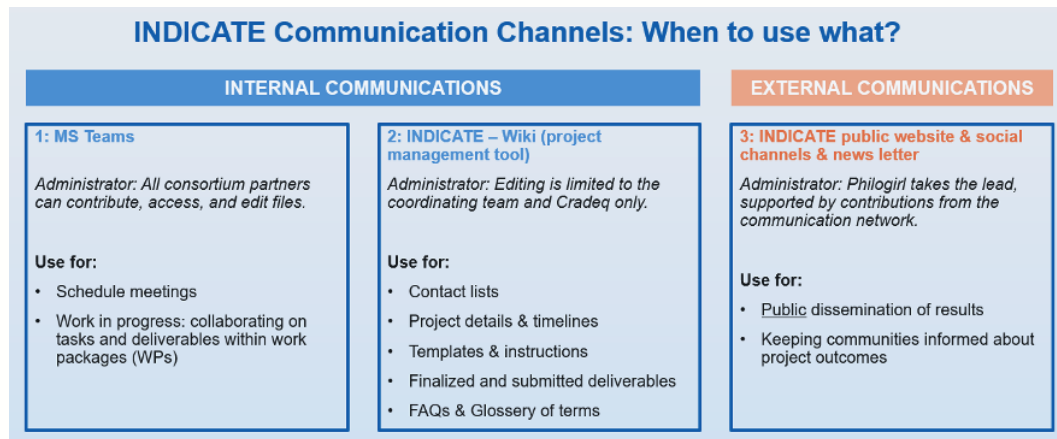
While communication focuses on raising awareness and fostering engagement (often with broader audiences), dissemination concentrates on systematically sharing and transferring knowledge to those who can directly apply it or build upon it. Both activities contribute to maximizing the visibility and impact of INDICATE's work but serve different yet complementary purposes within our overall outreach strategy.

Internal and external communication tools

In the INDICATE project, we use various communication tools for both internal and external communication.

Internal communication – MS Teams

First, there is the MS Teams Project Workspace, which is managed by the project coordinator (Erasmus MC), and all consortium partners have been invited to join. This MS Teams environment serves as an efficient tool for internal project management, as well as for sharing documents and information. It functions as a repository for all essential documents (templates, GA, CA, guidelines, contact lists, WP documents, etc.) and acts as a management tool for planning meetings and keeping track of internal events and meeting dates. Files stored in this workspace can be edited online, making it an effective platform for partners to collaborate on documents. The intention is for it to be used for work in progress—collaborating on tasks and deliverables within the work packages. All consortium partners have access to contribute, view, and edit files.



Internal communication – Wiki

With regards of communicating results, decisions, and deliverables to the consortium partners, INDICATE will use a dedicated web application named the **INDICATE Wiki** available via wiki.indicate-europe.eu

The purpose of the INDICATE Wiki as the central information hub is to provide the partners a clear and searchable overview of relevant and up-to-date information that is deemed definitive. As opposed to work-in-progress/draft documents worked on in SharePoint.

Current information on the Wiki includes:

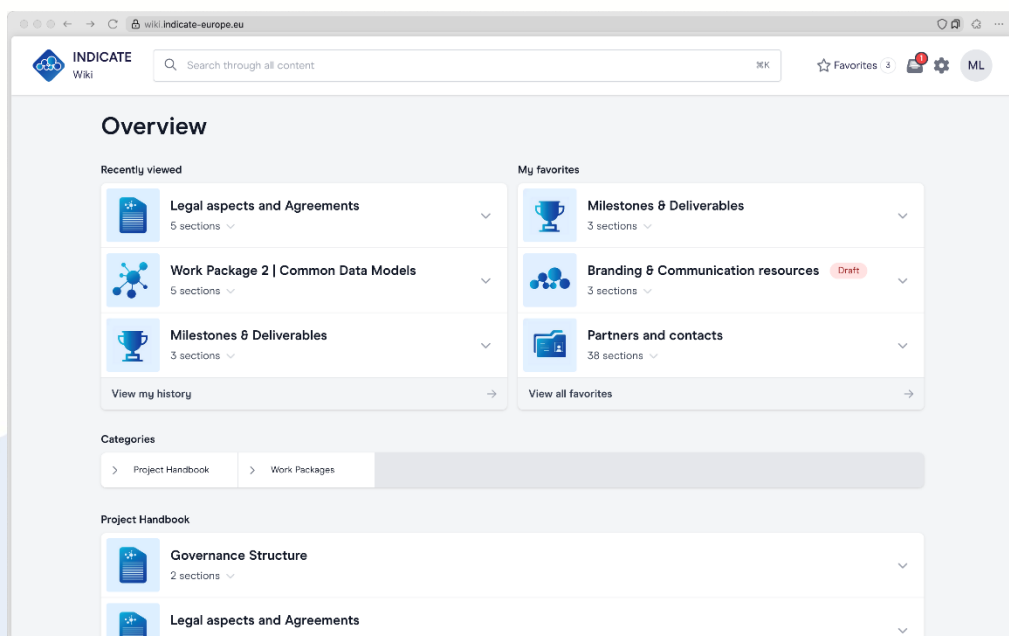
- The timeline of the deliverables/milestones
- Overview of the tasks/deliverables/milestones per Work Package, including the assigned partners being the lead responsibility, contributor, or reviewer
- Instructions on approval process of deliverables including the relevant templates
- Contact information of the partners, identified per role
- Well-explained definitions of terms, agreed upon their meaning in the context of INDICATE and the INDICATE Infrastructure, e.g. what constitutes “metadata” of available data from data providers, what entails “federated learning” in the context of ICU data
- Overview of Frequently Asked Questions by partners
- Branding & communication resources, including templates for partners
- And more

Having clear and definitive information available for the partners helps to ensure alignment across the consortium and to increase the understanding of topics and concepts regarding INDICATE. Partners will be up to speed in a shorter amount of time when new results from other partners are published and communicated. From WP5 we will support others on how to disseminate their updates and results, for which we will provide content templates and propose concepts on how to display the information in an effective manner on the INDICATE Wiki.

From a coordination perspective, it further helps to have the Wiki available as the reference for INDICATE content and guide partners to the relevant information there. Updates and expansions of information can be communicated through the Wiki itself, to make it directly available for partners. With the use of version control and edit summaries, there is a clear history of changes for every page on the INDICATE Wiki.

As with other deliverables, the INDICATE Wiki is an “actively maintained application”, meaning that information and pages will be added, as well as content adapted. The INDICATE Wiki is maintained by Erasmus MC as the coordinator, and Cradeq as editor and distributor of this platform. When required, other people and organisations can be made editor as well and every user can leave suggestions/feedback/questions on published information. Additionally, connections will be made to the educational resources on INDICATE Academy (academy.indicate-europe.eu).

The INDICATE Wiki is part of the *knowledge base*, as further described in WP5. When the project develops, the content on the Wiki will expand and more people from different roles/backgrounds/institutions will make use of it. The information for consortium communication among the partners, will only be accessible by the consortium and not for external users by granting the correct permissions based on least privilege principles.



INDICATE Wiki

Project Handbook Reporting

Contents

- Continuous reporting to the European Commission (EC)
- Technical Report
- Financial Report
- How to prepare and submit the Periodic Report?
- Internal progress report

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How to prepare and submit the Periodic Report?

The Periodic Report must be prepared by the consortium in the EC Continuous and Periodic Reporting modules and then be submitted by the Coordinator. The EC Continuous Reporting module is always open and can be updated at any moment during the project (submit deliverables, report on milestones, etc.). It automatically feeds Part A of the Periodic Report.

The Periodic Reporting module is opened after the end of the reporting period. It allows you to:

- Download and upload the Part B of the Technical Report (upload only by the Coordinator)
- **Complete their financial statements online (each Beneficiary for themselves and their Affiliated Entities)**
- Consolidate the individual financial statements into a summary statement (Coordinator)
- Submit the Periodic Report (Coordinator)

The Coordinator submits these reports with the Commission via the EC Participant Portal within 60 days following the end of each reporting period.

Sent your information on time!

The before mentioned information for the technical and financial reports has to be sent to the Coordinator and to the EC Participant Portal by the project partners **14 days before submission deadline**.

[Internal progress report](#)

2. Communication tasks and objectives

The communication and dissemination activities of INDICATE are centered in Work Package 5 of the project. This work package is dedicated to sharing the project's outputs with the relevant target groups and stakeholders—such as data providers, data users, service providers, healthcare personnel, systems, and public authorities—while giving special attention to the needs of clinicians, researchers, and innovative SMEs. It includes the development of an acquisition and retention strategy to promote uptake by outlining and illustrating potential incentives for collaboration among all stakeholders. Furthermore, this work package aims to create a comprehensive knowledge platform, alongside education and training materials, to ensure the infrastructure is used optimally by data controllers, data users, service providers, and infrastructure providers.

In summary, the primary objectives of the INDICATE external Communication and Dissemination Plan are to:

- Raise awareness: inform stakeholders about the project's goals, activities, and achievements.
- Engage stakeholders: foster active participation and collaboration among healthcare professionals, researchers, policymakers, and the general public.
- Promote results: disseminate project outcomes to facilitate adoption and implementation across European ICUs.

For this purpose, the following tasks have been defined:

Comprehensive knowledge utilisation and strategic communication plan

The development of a comprehensive knowledge utilisation and communication plan, distinguishing different target groups, media tools and messaging plans appropriate for the content and target group. Relevant user groups for communication and exploitation will in 2025 be identified from the communication strategy and form the basis of the target groups for user groups. These will at least include members of the hospital management, administration and communications, data protection officers, quality control managers, clinicians, nurses and allied healthcare professionals working in ICU, researchers and innovators, IT specialists, academic organizations and scientific societies, and policy makers. This includes the following subtasks:

- Establish a pan-European network of communication advisors that will jointly co-create various items from the communication strategy during the whole length of the project.
- Develop a comprehensive strategic communications and dissemination plan keeping in mind the different stakeholders, and their objectives. The communication network will closely work together with ESICM to disseminate outcomes to the European Parliament through the EU Parliament Interest Group on Intensive Care that ESICM set up to facilitate dialogue between Members of the European Parliament (MEPs) and the Intensive Care Medicine community on all matters directly connected to the functioning of Europe's ICUs and the field of Intensive Care Medicine.
- Create a corporate style for the project, including a logo and carriers such as presentation templates, letter heads, etc.
- Set-up a public website where interested parties can find information about the project, such as the planned activities, development roadmap, project results, news, media reports (interviews with partners about the project), and planned activities.
- Create an internal newsletter to share output and outcomes to all partners.
- Develop content packages based on the objectives of the stakeholders.
- Comprehensive knowledge utilization and communication plan.

- Set-up professional social media channels such as LinkedIn and X to raise awareness about the project and its added value to public health and innovation across Europe. We will use data-visualisation techniques to explain the complexities of AI and federated data access. A bi-weekly take-over of the social media channels by the involved communication advisors of the partners will be implemented.

Establish pan-European network of communication leaders

This task aims to set-up a network of communication leaders among the project partners and other important stakeholders, including the Data Space Support Center, EIT-Health, Testing and Experimentation Facilities for Health AI and the European Society for Intensive Care Medicine to organise outreach activities, such as workshops, webinars, and conference meetings. This includes the following subtasks:

- Set up a network of communication leaders within external stakeholders.
- Organise a hackathon targeted at innovators, with a specific focus on SMEs to allow them to work with the infrastructure free of charge.
- Organise two datathons to assist researchers in setting up and conducting research projects using the federated infrastructure for ICU data.

Deployment of a collaborative knowledge transfer platform

Deployment of a collaborative knowledge transfer platform as part of the infrastructure. It will be hosted alongside the infrastructure to disseminate the education tracks and training materials as well as templates and frameworks for ethical and legal policies and documentation.

- Set-up account-based, open registration and easily accessible to facilitate communication and on-boarding of new potential users/stakeholders into the infrastructure.
- Draft templates to host learning material to engage and retain qualified stakeholders.
- Optimise recommender systems to propose content in a standardised, structured, and personalised way, it effectuates peer to peer interactions to induce, facilitate, support and assess collaboration.
- Set-up seamless links to the infrastructure where collaborative projects are executed.
- Implement the different platform modules (e.g. public website, community platform with user-generated content, academy with learning material, matchmaking engine) to work seamlessly together.
- Establish a Training and Education Workgroup with a multi-professional cross-sectoral educational background to support the deployment of the knowledge platform. It will include members from WP 2, 3, 4 and 6, educational strategists, experts in needs assessment, curriculum development, instructional design, evaluation, statisticians, IT specialists, healthcare workers, patients and/or patient representatives. The taskforce will ensure fluent communication with the other WPs; ensuring that training and education will be shaped according to the development of the other WPs.

Development of education tracks

This task sets out to create specialised and targeted education tracks that support successful implementation and use of the infrastructure and will be developed according to the ADDIE Model. The educational tracks will include online and on-site workshops, online self-learning, and blended learning programs.

- Analyse educational needs of each target group (clinicians, researchers, innovators) and stakeholders (data providers, data users, service provider and infrastructure providers)
- Set-up tailored instructional design and development of educational content. Development will take an iterative approach for continuous implementation, evaluation, and improvement in sync with the development of the technical work packages (WP2 and WP4) and the ethical and legal framework in WP3, as the technical and legal documentation and acceptance testing will contribute to education content materials.
- Validate and test the education materials during the use case demonstration projects of WP6.



3. Target groups

The communication and dissemination activities will focus on the following target groups:

- Healthcare professionals: ICU clinicians, ICU (research) nurses and other allied health personnel
 - Including hospital management, administration, communication officers, data protection officers and quality control managers
- Researchers and academics: individuals and institutions involved in healthcare data analytics, AI development, and medical research
- Policymakers and regulators: European and national health authorities, data protection agencies and standardization bodies
- ICT / AI developers: data providers, service providers, companies (start ups, SME's, corporates) and organizations specializing in healthcare IT solutions and AI technologies
- General public: patients, patient advocacy groups, and the broader community interested in healthcare advancements
- Academic organizations and scientific societies

In 2025, we will establish a clear distinction between primary and secondary target groups and define the relevant and necessary messages tailored to each group. Additionally, we will organize a Stakeholder Mapping meeting to identify and categorize key stakeholders for targeted communication.

4. Context, forces and risks

Within the proposal, a primary risk has been identified concerning limited uptake of INDICATE deliverables and achievements. To address this, the consortium will regularly update its Communication and Dissemination Plan and the underlying communication and dissemination activities. In addition, professional associations and key stakeholders have committed to participate in a dedicated Advisory Board and Steering Group. These bodies receive frequent status updates and progress reports, thereby extending the reach and effectiveness of the project's communication activities.

Beyond this overarching risk, the project recognizes a broader spectrum of potential risks across multiple categories, outlined below with proposed mitigation measures:

1. Content Risks

- **Misinterpretation or inaccurate information:** project outputs, particularly those involving AI and machine learning, may be misunderstood or oversimplified (e.g., focusing solely on “generative AI” and ignoring other ML techniques). Over-promising or “hype” risks may erode credibility.
 - **Mitigation measures:**
 - We will ensure clear, consistent definitions and provide explanations of AI/ML concepts in all communication materials.
 - We will include disclaimers or explanatory notes that set realistic expectations for project outcomes.
 - We will conduct internal reviews of all materials to verify accuracy and completeness before publication or dissemination.
- **Strategic Divergence:** communication materials may fail to align with the strategic objectives of project partners or stakeholders, leading to confusion or diminished interest.
 - **Mitigation measures:**
 - We will involve key partners and key stakeholders like for example ICU research nurses in content development and approval cycles.
 - We will align messaging with broader healthcare, research, and policy goals established by consortium members.

2. Audience risks

- **Language & cultural differences:** project messages may not resonate with or be accessible to diverse European audiences.
 - **Mitigation measures:**
 - We will provide multilingual communication materials (e.g., key messages, summaries) where possible.
 - We will adapt content for specific cultural contexts to ensure clarity and relevance.

- **Understanding & comprehension:** technical jargon or specialized terminology (AI/ML concepts) may alienate non-expert stakeholders – for example the general public.
 - **Mitigation measures:**
 - We will provide plain-language summaries and design visual aids to explain complex ideas – see for example the images and infographics that have already been designed.
 - We will develop a glossary of key terms and publish these on the website.

- **Unidentified or misidentified stakeholder groups:** important stakeholders—clinicians, researchers, policymakers, healthcare professionals, SMEs, and the general public—may be overlooked or miscategorized, reducing the impact of communication efforts.
 - **Mitigation measures:**
 - During the year we will maintain and update the overview of stakeholders regularly.
 - We will seek feedback from our Advisory Board and Steering Group to identify new or changing stakeholder groups.

- **Reputational risk:** misunderstandings about AI or controversial statements from project representatives could harm the consortium’s reputation.
 - **Mitigation measures:**
 - We will develop clear guidelines on public statements and messages, social media use, and stakeholder engagement.
 - We will provide media and social media training for key project spokespeople.

3. Channel risks

- **Channel mismatch:** using the wrong communication channels may result in low engagement from targeted audiences.
 - **Mitigation measures:**
 - In the first year of this project (year 2025) we will develop a clear overview of each stakeholder group to the most effective channels (e.g., scientific journals for researchers, social media for the general public, newsletters for policymakers).
 - We will periodically review channel analytics to adjust strategies as needed.
- **Competition risk:** parallel projects or initiatives with similar objectives might overshadow INDICATE's visibility.
 - **Mitigation measures:**
 - We will establish collaborative networks or joint dissemination events with complementary projects.
 - We will differentiate the INDICATE approach and highlight unique benefits / USP's in marketing and communication materials.

4. Methodology risks

- **Overcommunication or information overload:** excessive communication may cause stakeholders to disengage or overlook important updates.
 - **Mitigation measures:**
 - In the beginning of 2025 we will develop a targeted communication schedule with clear frequency, content, and format guidelines. This will be shared with the consortium via teams and the newsletter.
 - We will use concise messaging and employ a variety of channels strategically.

5. Operations Risks

- **Inadequate or insufficient resources (human, financial):** limited staffing or budget constraints could impede effective communication and dissemination.
 - **Mitigation Measures:**
 - We will allocate and regularly review resources for communication activities.
 - We will provide training or employ specialized external support where necessary.

Throughout the project, all identified risks will be regularly monitored. When a risk materializes, the consortium will implement the outlined mitigation measures promptly. Additionally, unforeseen risks will inevitably arise; for these, the consortium will remain vigilant and adopt proactive strategies to minimize any negative impact on communication and dissemination goals.



5. Promising actions

Promising communication stories connected to INDICATE are the following examples. During 2025 we will identify more stories and connect those stories to relevant target groups.

1. **Launch of INDICATE** - On December 2, 2024, INDICATE was officially launched as a groundbreaking European initiative to improve access to and sharing of data between intensive care units (ICUs) across Europe. This marks a significant step in collaboration between hospitals and researchers, aiming for better and more efficient ICU care.
2. **Successful Kick-off meeting** - On January 27-28, 2025, the official kick-off meeting took place at the Hospital Universitario Virgen del Rocío in Seville. Experts and project partners gathered to discuss INDICATE's goals and strategies. This event highlighted the commitment of all partners and provided a strong start to the project.
3. **Development of a secure ICU data-sharing system**
INDICATE is working on an innovative approach to ICU data sharing. Instead of sending data to researchers or healthcare providers, the software is brought to the ICU to analyze the data locally. This ensures patient privacy while providing valuable insights for medical innovation.
4. **Implementation of a Federated Infrastructure for standardized ICU data**
The project is developing a federated infrastructure where data is no longer centrally collected, but analysis and AI training take place locally. This enables the secure and ethical use of critical health data and helps hospitals make more informed decisions.
5. **Promising insights from the clinical cases**
The clinical cases within INDICATE will generate valuable, practice-driven stories. By analyzing real-world data from different ICUs, tangible improvements in patient care can be demonstrated. These stories will illustrate how data-driven innovations support clinical decision-making and enhance patient outcomes.



The promising actions will also be linked to the INDICATE Milestones:

WP	Milestone	Due Date - Month
1	Project governance established	2
1	Expert Advisory Board established	3
2	Data Provider Support Workgroup established	3
3	Data Protection Workgroup established	3
3	Ethics Advisory Board established	3
5	Network of communication leaders established	3
5	Training and Education Workgroup established	8
2	First data provided by the innovator hospitals for Use Case 1 – MIMIC-EU	9
2	First test of interoperability between data providers	9
4	Release of Minimal Viable Product (MVP) versions of Core services and data federation network	9
4	Cybersecurity and Incidence Response Team (CIRT) established	9
6	Public release of the Grand Round Workspace	12
4	Release of closed beta version of the core services.	18
6	Public release of the Quality Benchmark portal for ICUs across Europe	18
2	All data elements for the use cases (WP6) are defined	24
6	Public release of the MIMIC-EU federated database	24
3	Go-live of tested business model	36
4	Public release of the federated infrastructure for ICU data and all components	36

6. Key messages and phasing

The core messages of INDICATE are:

- Innovation in ICU data sharing: INDICATE is revolutionizing ICU data access through a secure, federated infrastructure, enabling improved patient care and research.
- Ethical and trustworthy AI: the project emphasizes the development and implementation of AI models that are ethical, transparent, and trustworthy.
- Collaborative effort: INDICATE brings together a diverse consortium of European partners, fostering collaboration to overcome data fragmentation in ICUs.
- Enhanced patient outcomes: by leveraging shared data and AI, INDICATE aims to improve clinical decision-making and patient outcomes in intensive care settings.

In the matrix below we provided the usage of the core messages within every phase, as well as the goal and divided the roles. As we just started with the project, we expect to refine the key messages and the phasing in the upcoming year.

	Phase 1 (Months 1 - 12) Kick start <i>Creation of channels, corporate style, set up network of communication leaders</i>	Phase 2 (Months 13 - 24) Build <i>Maximize engagement and visibility</i>	Phase 3 (Month 24 – 42) Expand <i>Dissemination of Results</i>
Core messages	<p>Innovation in ICU data sharing: INDICATE is revolutionizing ICU data access through a secure, federated infrastructure, enabling improved patient care and research.</p> <p>Ethical and trustworthy AI: the project emphasizes the development and implementation of AI models that are ethical, transparent, and trustworthy.</p> <p>Collaborative effort: INDICATE brings together a diverse</p>	<p>Innovation in ICU data sharing: INDICATE is revolutionizing ICU data access through a secure, federated infrastructure, enabling improved patient care and research.</p> <p>Ethical and trustworthy AI: the project emphasizes the development and implementation of AI models that are ethical, transparent, and trustworthy.</p> <p>Collaborative effort: INDICATE brings together a diverse</p>	<p>Innovation in ICU data sharing: INDICATE is revolutionizing ICU data access through a secure, federated infrastructure, enabling improved patient care and research.</p> <p>Ethical and trustworthy AI: the project emphasizes the development and implementation of AI models that are ethical, transparent, and trustworthy.</p> <p>Collaborative effort: INDICATE brings together a diverse consortium of European</p>

	consortium of European partners, fostering collaboration to overcome data fragmentation in ICUs.	consortium of European partners, fostering collaboration to overcome data fragmentation in ICUs.	partners, fostering collaboration to overcome data fragmentation in ICUs. Enhanced patient outcomes: By leveraging shared data and AI, INDICATE aims to improve clinical decision-making and patient outcomes in intensive care settings.
Goal	Building a strong network of communication within consortium partners.	Actively share project updates and milestones Increase INDICATE's visibility within and beyond consortium partners Highlight the impact of shared data on clinical decision-making and patient care	Share research results through publications, events, and digital channels Communicate INDICATE's impact on ICU data sharing and patient care Engage policymakers, researchers, and healthcare professionals in applying the findings
Role	WP 5 - Communications Consortium partners Advisory board	WP 5 - Communications Consortium partners Advisory board	WP 5 - Communications Consortium partners Advisory board

7. Communication channels

During the project we will use a mix of communication channels and tools:

- Press releases: together with the communication departments of the consortium partners we will send out press releases to highlight major milestones and findings. During the project we will engage with a specific set of journalists that we will keep up to date about the project and also send out updates - See the chapter about the PR - strategy
 - Related to the above: there are ICU research nurses email distribution lists – our INDICATE partner EIT Health has for instance access to these lists in many European countries
- Website: this will be the central hub for information, updates, and resources related to INDICATE.
- Social Media channels: during the project we will use the social media channels X and LinkedIn to share news, achievements, and engage with our target groups.
- Whats app groups – related to our targetgroups / stakeholders like for instance whats app groups of ICU research nurses or intensivists – not just from a national perspective but also on a European level – or about innovation
- Newsletters: to update our target groups on project progress, events, and outcomes we will send out a (bi-)monthly newsletter (via mailchimp)
- Science meetings, hackathons, datathons: during the project we will organize different kinds of events to facilitate knowledge exchange
- Communities of practice, webinars, online meetings: specifically focused on target groups like the nurses (for example ICU research nurses) and other allied health personnel – the ICU research nurses email distribution lists
- Community platform: an all-in-one community management and engagement platform designed to help INDICATE launch, manage, and grow a community of practice – we will review the necessity of an extra platform during Q2 as we also already have a WIKI in place which also provides community functionalities
- Promotional communication materials: to communicate key aspects of the project we will (and already have designed) infographics, videos, images etc.
- WIKI – Academy – content
- National and international congresses: researchers, ICU nurses and other healthcare professionals attend congresses – they can also share content about INDICATE during these congresses – to make it easy for them to share content about INDICATE a format (PPT slide) will be provided

The researchers of INDICATE will be responsible for the following:

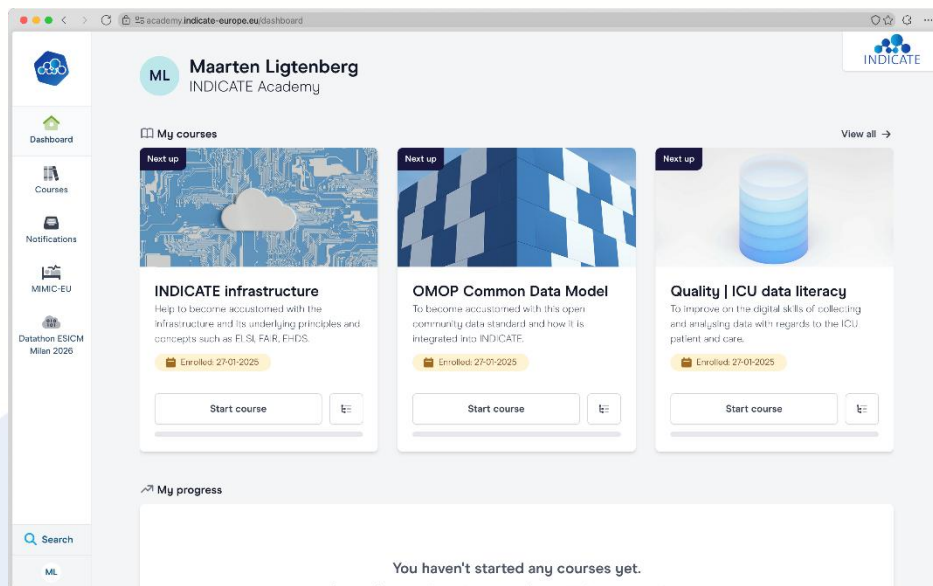
Scientific publications: publishing research results in peer-reviewed journals and presenting at conferences to reach the academic and scientific community



8. Communication channel education

The main goal of the collaborative knowledge transfer platform **INDICATE Academy and INDICATE Wiki** is to warrant the effective, correct, and secure use of the infrastructure by all different users. Associated to this goal is to create and subsequently provide education for (ICU) healthcare professionals focusing on digital skills, new data technologies, and AI. Aiming to advance patient-centered care and promoting ethically responsible data use and the development and implementation of trustworthy ML models.

The knowledge transfer platform will provide continuously accessible and expanding online training and education on the use of the infrastructure for both non-technical and technical users. This can be used during outreach activities where workshops, network sessions/meetings, demos will be organised to enhance the use/knowledge of the infrastructure for current participants and to interest prospective stakeholders and policymakers. The onboarding, educational, and documentation resources explain the use, requirements, and benefits for a very wide range of different target groups of the INDICATE Infrastructure and will provide a solid foundation to promote the project on several levels and specifically distribute information to relevant potential stakeholders and end-users. The knowledge and educational resources will be used to interest new partners, show the activities performed, and explain the use-cases and the benefits the project will have to the general public (patients/citizens) in line with this comprehensive knowledge utilization and strategic communication plan and the defined communication objectives.



9. PR - Strategic media approach

Within INDICATE, effective communication with the media is essential to enhance the impact and visibility of our activities. Instead of only sending press releases at key moments, we opt for a proactive and continuous dialogue with relevant journalists. This enables us not only to share significant results but also to contribute to the broader societal and scientific debate on AI in healthcare.

Selective and targeted media approach

To reach the right audiences, it is crucial to carefully select journalists. In the Netherlands, for example, NOS, Zorgvisie, and Change.inc are well-known media outlets with an interest in AI and healthcare innovations. We advise each partner within the project to create their own shortlist of relevant journalists and media. These can be national or international journalists covering AI, digitalization in healthcare, or medical innovations.

Continuous contact and relationship management

Building a sustainable relationship with the media requires more than just occasional press releases. We aim for continuous dialogue with selected journalists by regularly providing them with relevant updates, insights, and background information. This can be done through:

- Direct and short personal updates on major breakthroughs
- Exclusive interviews or background discussions with involved researchers and healthcare professionals
- Invitations to events and meetings, such as the annual Science Day Indicate, the hackathons and datathons

Support and coordination

To ensure consistency in communication, we provide guidelines and templates for all project partners. Additionally, we offer support in identifying relevant journalists and drafting effective media approaches.

This ensures that the message about AI in healthcare is broadly and clearly conveyed, with strong scientific and societal backing.

Through this strategic and continuous media approach, we ensure that our research project receives attention not only at key moments but remains visible and relevant throughout its duration.

Below a first [Shortlist of international journalists](#) who cover health AI, digitalization in healthcare and medical innovations we would like to stay in contact with – in the upcoming years we will keep updating this list.

Health AI

- Karen Blum - AHCJ's health beat leader for health IT, based in the Baltimore area, covering AI and other health technologies
- Erin Brodwin - Healthtech correspondent at STAT, covering digital health and the role of tech giants like Facebook and Google in healthcare.
- Andrew Gregory - Editor, Health, at The Guardian. Journalist known for highlighting healthcare issues and inequalities, with a focus on the impact of AI in healthcare.

Digitalization in Healthcare

- Glen Gilmore - International consultant and speaker advocating for digital transformation in healthcare, focusing on technology-driven efficiency.
- Rebecca Vesely - AHCJ's topic leader on health information technology, covering the digitalization of healthcare and its impact on patient care.
- Al-hadji Kudra Maliro - Eastern Congo correspondent for the Associated Press, contributing to stories on digital health innovations and their implementation in local healthcare systems.
- Dr Eric Topol - a pioneering cardiologist and thought leader in the use of digital, genomic and AI tools to promote human health.

Medical Innovations

- Julie Rovner - Health policy journalist with Kaiser Health News, covering medical innovations and their impact on healthcare policy and practice.
- Dr. Ivan Oransky - Vice President of MedPage Today and co-founder of Retraction Watch, offering expertise on scientific integrity and understanding medical evidence in the context of new medical innovations.
- Michele Cohen Marill - Independent journalist and AHCJ International Health Study fellow, reporting on medical innovations and their global implications.



10. Branding Corporate Style

The INDICATE branding, included templates for social media usage, the logo (in 3 variants), corporate style, icons, figures and infographics have been developed in the beginning of the project.

The logo

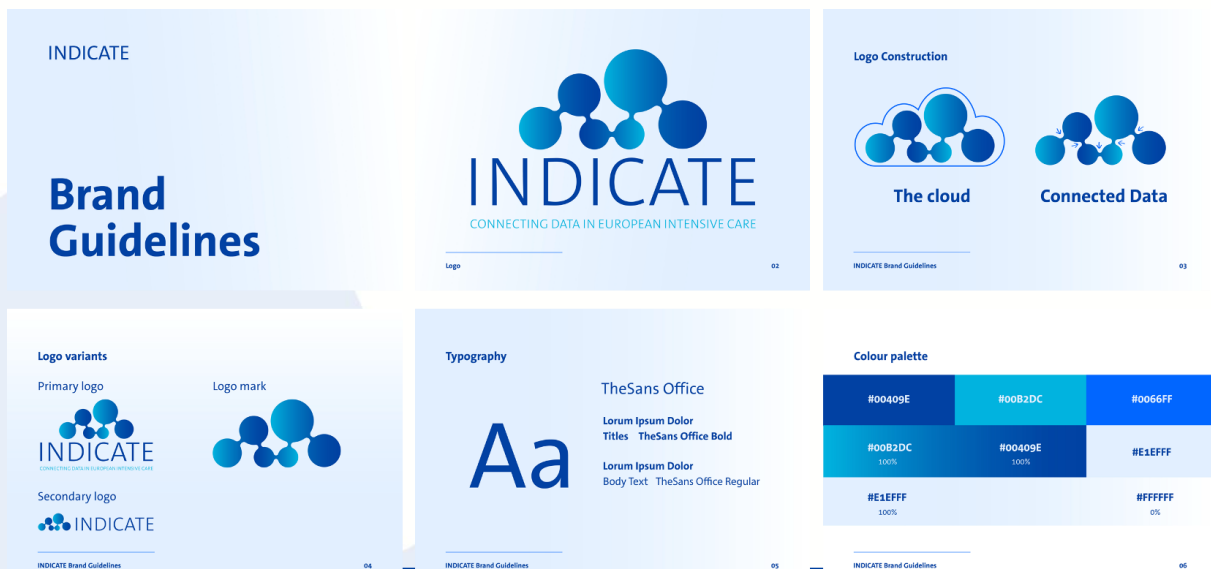
The logo is created in 3 variants in total, all containing the same element: the shape of the data cloud. The shape of the data cloud represents all data coming together and being connected.

The logo variants can be used for all communication resources internally and externally regarding communication about or for INDICATE. The variants of the primary logo are created for accessible use for different types of communication resources, such as social media templates, powerpoint templates, letter templates and more.

Primary logo	Secondary logo	Logo mark
		

Brand guidelines

We created a brand guidelines document for easy access to the guidelines regarding the INDICATE corporate style.



The INDICATE project receives funding from the European Union's Digital Europe Programme under grant agreement number 101167778



Icons

To ensure a consistent and recognizable visual style, we have created a set of custom INDICATE icons. These icons can be used across presentations, reports, the website, and other communication materials to enhance clarity and maintain a unified project identity.

Figure templates in INDICATE Style

To support clear and consistent communication, we have created custom figures in INDICATE's visual style. These figures are fully editable in PowerPoint, allowing project partners to easily adapt and use them in presentations, reports, and other materials.

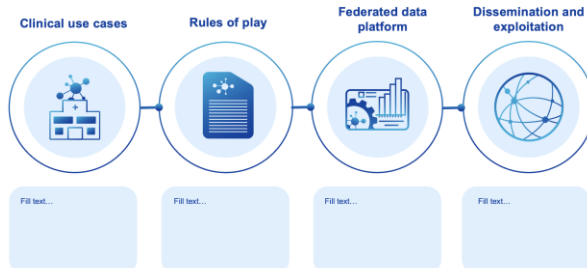
Grant details



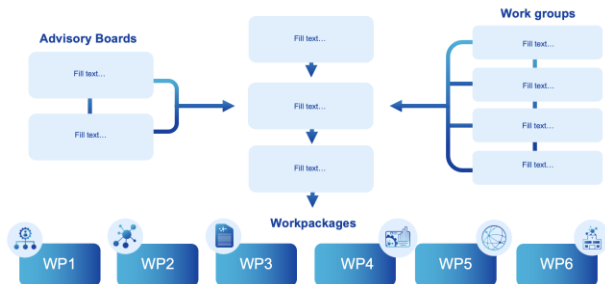
Workpackages



How to design infrastructure



Project Governance

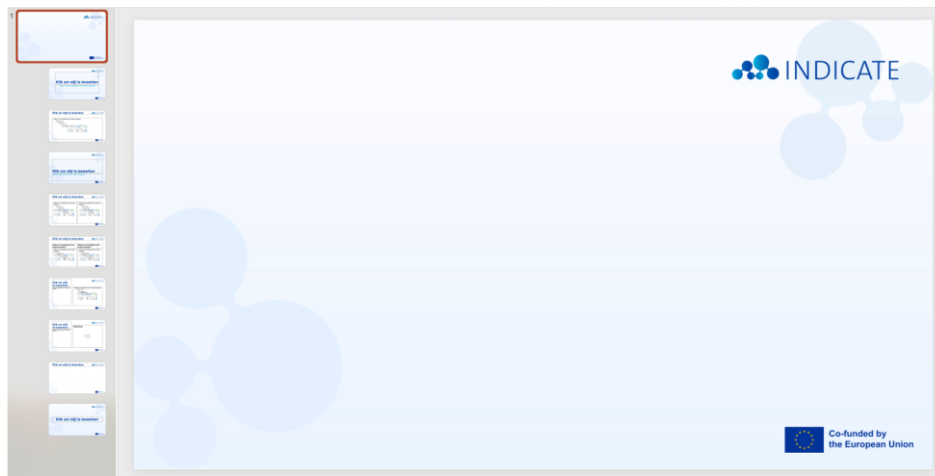


Powerpoint- and Word template

To ensure a unified and professional appearance across all project communications, we have developed official INDICATE PowerPoint and Word templates. These templates are available for all project partners and contributors to use when creating presentations, reports, and documents related to INDICATE.

By adopting these templates, we maintain a consistent visual identity and enhance the project's recognition across various platforms and audiences.

Powerpoint



Email banner

To enhance the visibility of INDICATE, we have created a dedicated email banner that partners can include in their email signatures. This banner serves as a simple yet effective way to raise awareness about the project, ensuring broader recognition within professional networks.

By using the INDICATE email banner, partners contribute to strengthening the project's presence and fostering engagement across the research community and beyond.



Proud member of the INDICATE Consortium
www.indicate-europe.eu



Word template



Name recipient
Street + number
Postal code + city
Country

Date Month Year

Dear Sir/Mrs/Ms ...

Lorem ipsum odor amet, consectetur adipiscing elit. Suscipit conwallis tempor volutpat penatibus platea habitasse ridiculus nostra? Hac blandit mi cubilia arcu nascetur natoque. Augue nisi per ultricies neque nullam efficitur. Mauris parturient ad sem ligula maximus habitasse dolor. Duis conwallis inceptos magnis; egestas laoreet nam mauris curabitur. Mauris nibh per tempor hendrerit amet varius arcu phasellus. Risus laoreet nisi donec nam proin.

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Best regards,

Name
Position
Personal e-mailaddress

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DE 460600000000000000
3925 CB Buitendijk
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W indicate-europe.eu



Roll-up banners

To enhance INDICATE's visibility at events, we have designed a roll-up banner that can be used during conferences, workshops, and other INDICATE related gatherings.



Notebook

As part of INDICATE's branding, we have created a custom INDICATE notebook. This notebook serves as a practical tool for researchers, partners, and stakeholders to take notes during meetings, workshops, and events.



The INDICATE project receives funding from the European Union's Digital Europe Programme under grant agreement number 101167778

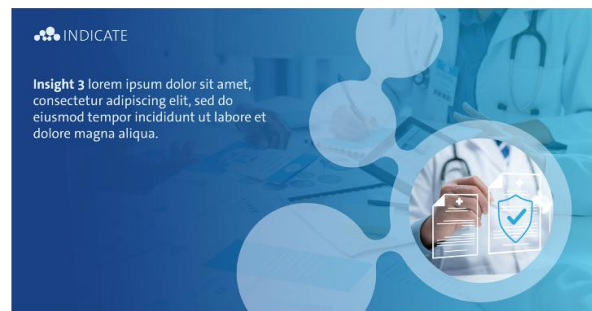
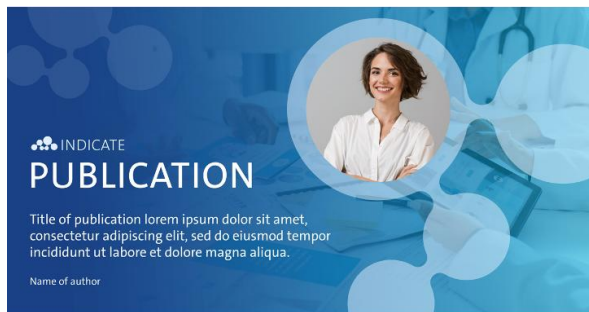
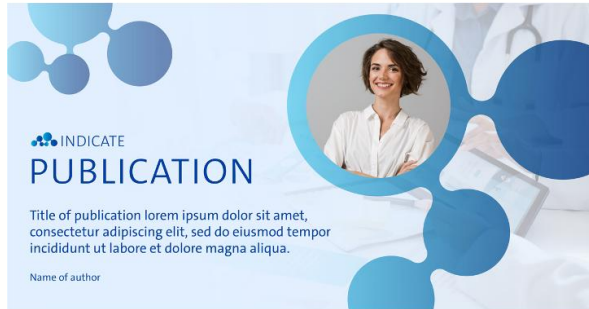


Co-funded by
the European Union

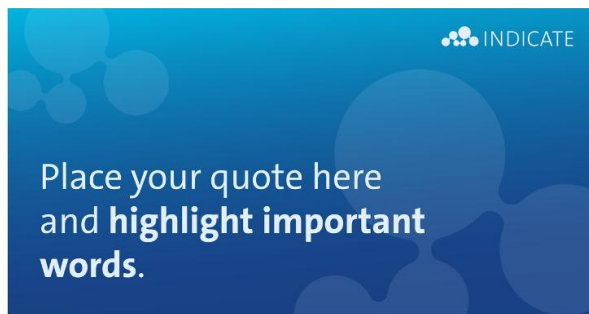
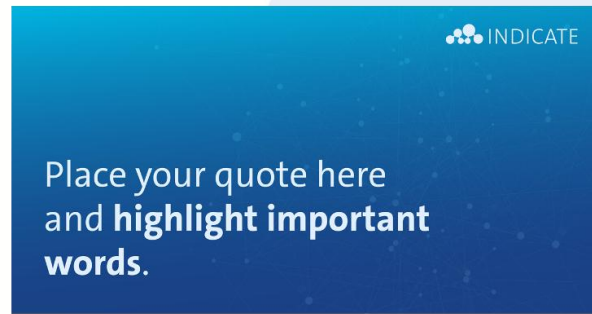
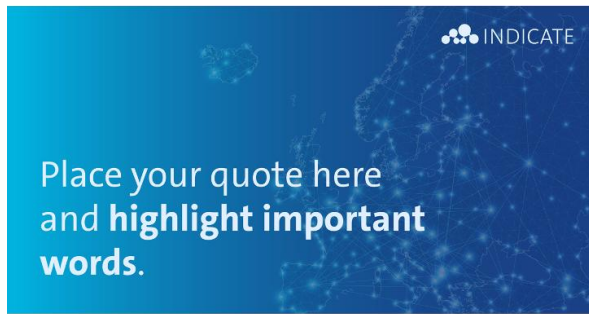
11. Social media

To maximize the visibility of INDICATE’s research and the dedicated researchers involved, we have developed a set of tailored social media templates. These templates are designed to highlight key research findings, ongoing studies, and the experts driving the project forward.

Template: Publication for papers with space for three research-insights



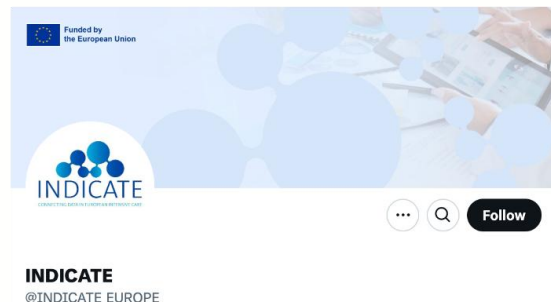
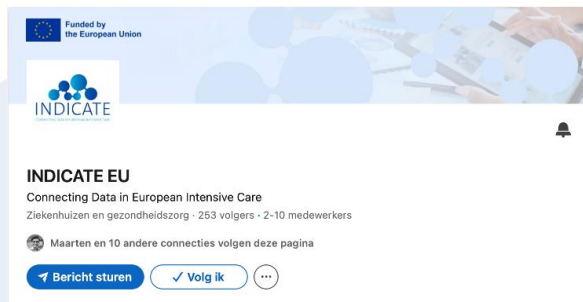
Template: Quote from INDICATE experts



Social media coverage

In addition to highlighting scientific publications and showcasing the expertise of our researchers, we also share all external communication related to INDICATE. This includes upcoming events, insightful podcasts, and webinars that will be held in the upcoming months (and years).

By posting regularly on LinkedIn and X, we ensure that important developments, collaborations, and knowledge exchanges reach a wider audience.



12. Newsletter

To ensure consistent and effective communication, a monthly newsletter will be sent via Mailchimp. This newsletter will serve as a central platform for sharing key updates, including upcoming events, important project news, publications, vacancies and insights from our research. Additionally, we will highlight members of the INDICATE community, feature relevant media coverage, and provide an overview of external activities related to the project.

By delivering structured and engaging content, the newsletter will help strengthen the visibility of INDICATE, foster community engagement, and ensure that all stakeholders remain informed about the latest developments.

We sent out the first newsletter in December 2024, after the launch of INDICATE, the second one in January 2025 and the third one end of February 2025.



Exciting news:
INDICATE has officially launched!



13. Website

The INDICATE website is the platform for all project-related information and updates. Visitors can explore:

- News & Events – Stay informed about the latest developments, upcoming events, and key announcements.
- Community & Partners – Get to know the INDICATE community and learn more about the experts and partners involved.
- Project Information – Gain insights into INDICATE’s mission, objectives, and progress.
- Publications – Access scientific publications and research findings from our experts.
- Academy - Learn about the educational materials that are created within INDICATE (to be added to the website, when the first educational materials are ready.)
- (Upcoming and under review) - Currently we are reviewing the need for a Community Platform – an all-in-one community management and engagement platform designed to strengthen community engagement, such as membership management, event planning, and matchmaking.

The website provides a comprehensive overview of INDICATE’s work and ensures easy access to valuable resources, fostering collaboration and engagement across the research network and beyond.

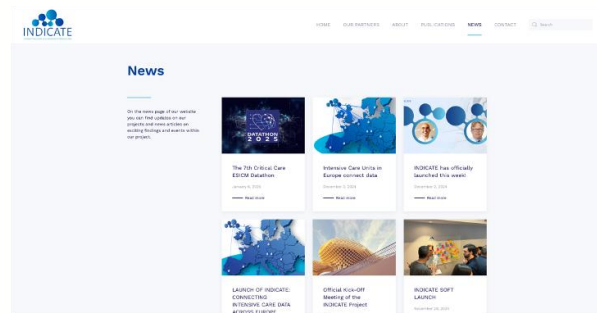
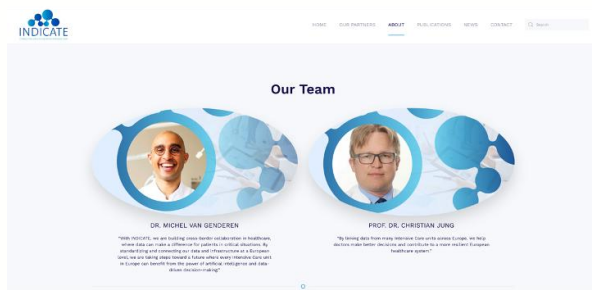
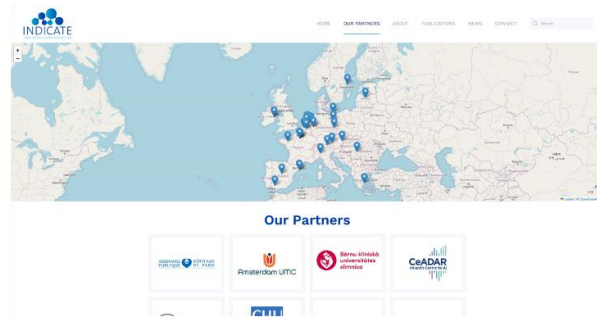
The website: <https://indicate-europe.eu/>



About INDICATE

In January, December 13 2020, INDICATE has been officially launched. A pioneering European initiative designed to enhance data access and sharing between intensive care units across Europe.

In January 2021, the teaming and cooperation in this new project challenges due to frequent data, the lack of standard data in each region, and different data definitions. These factors have greatly hindered the early stage of the COVID-19 pandemic when even basic

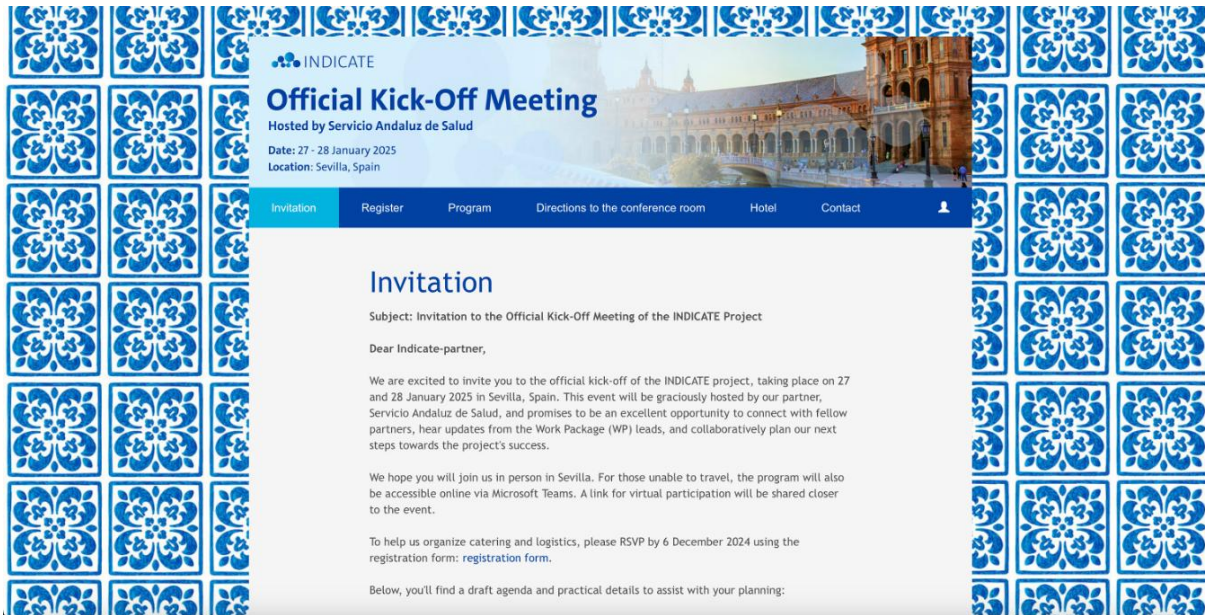


14. Events

The first official INDICATE event in Seville was organized exclusively for project partners, Work Package leads, and the Project Board. This gathering provided a crucial opportunity to align on project goals, strengthen collaboration, and set the foundation for the work ahead.

To ensure a seamless experience, we managed all logistical and organizational aspects, including the development of an event website, venue arrangements, and branded materials such as roll-up banners and signage.

In the upcoming years as part of Indicate we will also organize datathons and hackathons.



15. Monitoring and Evaluation

To assess the effectiveness of communication and dissemination activities, the following Key Performance Indicators (KPIs) will be monitored:

- **Website Metrics:** number of visitors, page views, and download counts.
- **Social Media Engagement:** follower growth, post reach, and interaction rates.
- **Newsletter Subscribers:** subscription numbers and open/click-through rates.
- **Event Participation:** attendance figures and participant feedback from workshops and webinars.
- **Education:** number of students/participants, learning module views, course progress, quiz results, given answers to interactive questions, qualitative feedback.
- **Community platform:** number of members, number of sign-in, activity/posts per groups, quantitative feedback.



16. Roles and Responsibilities

Effective implementation of the Communication and Dissemination Plan requires clear roles and responsibilities:

- **WP 5 - Communications:** responsible for developing and implementing the communication strategy, managing the project website and social media channels, coordinating content creation, and organizing events such as hackathons and datathons.
- **WP5 lead:** the WP5 Lead, who participates in the Executive Board meetings, identifies opportunities to communicate project progress based on updates from the other WPs. They will then invite the relevant work packages to fill out the templates and submit information for communication and dissemination.
- **Consortium partners:** contribute to content creation, participate in events, and leverage their networks to disseminate project outcomes.
- **The pan-European network of communication advisors:** will jointly co-create various items from the communication strategy during the whole length of the project.
- **WP leads:** coordinate the tasks within their respective work packages, ensure timely delivery of milestones and deliverables, and track progress through monthly reports, which are reviewed in the Executive Board meetings. As each milestone or deliverable is achieved, WP leads are asked to provide communication materials to WP5, using standard templates and guidelines for sharing “success stories,” “interesting facts,” “achievements,” “publications,” and similar content.
- **Advisory board:** provides guidance on communication approaches and assists in reaching broader audiences.



17. Building a Pan-European Communication Network

Effective communication is essential to maximize the impact of INDICATE and ensure that key stakeholders, healthcare professionals, and the broader public stay informed about the project's progress and outcomes.

To achieve this, INDICATE has initiated the establishment of a pan-European communication network, bringing together communication advisors from all consortium partners. This network plays a vital role in co-creating and disseminating impactful stories throughout the project's duration.

All partners have been asked to appoint a representative. The first meeting has taken place in preparation for the kick-offs. Meetings are held four times a year.

A collaborative approach to storytelling

INDICATE is built on the foundation of collaboration, and the same principle applies to its communication efforts. Each consortium partner is responsible for involving their communication advisor, ensuring a structured and consistent approach to disseminating information. Every three months, the network meets online to distill compelling stories from the project's progress, aligning messages across different regions and institutions.

Among the key narratives that will shape INDICATE's communication strategy are:

- The official launch of INDICATE, marking the start of a pioneering European initiative for ICU data sharing.
- The successful kick-off meeting, which brought together experts and project partners to set the foundation for collaboration.
- The development of a secure ICU data-sharing system, ensuring patient privacy while enabling innovative medical insights.
- The implementation of a federated infrastructure, allowing data analysis to take place locally, without centralized data storage.
- Insights from clinical cases, which will highlight real-world improvements in patient care driven by data-driven innovation.

Each partner contributes to these stories by providing updates from their respective institutions, helping to translate technical progress into accessible and engaging content.



18. Budget considerations

To effectively implement the INDICATE communication strategy and maintain the pan-European communication network, a dedicated budget has been set in the project proposal. The first half of 2025 will be used to assess the proposed budget and further refine its allocation. This includes funding for content creation, event organization (such as hackathons and datathons), digital platform management, and coordination efforts among consortium partners. Additionally, ensuring the involvement of communication advisors from each partner institution will be crucial for the network's efficient operation. By mid-2025, a clear budget framework will be established, aligning with the project's overall dissemination goals and ensuring that INDICATE's key messages effectively reach the right audiences.



Contacts WP 5

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