Communications and Dissemination Plan

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1 Introduction

1.1 The Communication and Dissemination Plan

"The Communication and Dissemination plan is a living document."

This first version of communication and dissemination plan, identifies the general lines of the communication and dissemination strategy, so some of the points will be developed in future phases and iterations.

Each of the chapters/points will be enriched, as well as actions to monitor the execution indicators of the actions already planned and the lessons learned will be taken into account.

The model used focused on the creation of a first draft to ensure that the project starts with a strong awareness of the project's research team and is progressively expanded to the other consortium teams and partners. After the internal consolidation, the external process aims to reach target groups, national (PT), Europe (EU -27) and eventually spill over to other areas of the globe (WW).

The completion of the project, the achievement of results and an effective communication and dissemination plan will be the corollary of the high potential and its impact on the health sector, of Framework and the software solution that will support it (WebSite).

The analysis that was initially carried out will ensure relevant target audiences for the object of the project.

In order to achieve the greatest possible impact in the execution of communication and dissemination activities, it is critical that these are carried out effectively and focused on results.

This plan aims to be the benchmark for evaluating and measuring the impact of communication and dissemination activities for the project.

It will be updated whenever the need to update it is identified, in order to reflect new opportunities identified during the execution of the project.

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1.2 Background

The context in which this communications and dissemination plan was created is part of the need to fulfil the communication and dissemination activities identified in the initial project proposal and contract/agreement, as well as to facilitate the process of interaction between the several dimensions: **Internal**, of communication, dissemination and information sharing between the different teams of the consortium that develop the project; and **External**, of communicating, disseminating and transmitting the project, not only to national stakeholders (PT), but also at European (EU) and eventual global (WW) level.

The plan aims to create a variety of activities, events and communication and dissemination actions, aimed at different stakeholders (internal and external), interact with relevant audiences to exchange information and build synergies with similar projects in the same sector and others of relevance.

This is achieved by following and leveraging the response to the five (5) questions of Laswell's model of communication:

- Who are the main publics, recipients of the project?
- What is the current knowledge/state of this public/entities?
- What knowledge do we need them to acquire?
- What message or messages do you need to convey to them?
- What is the most effective channel to deliver these messages?

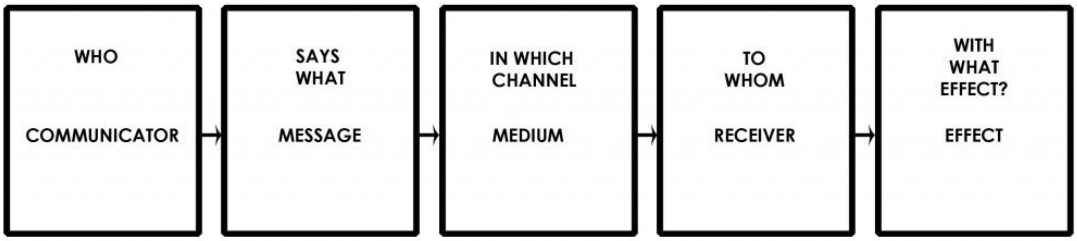

Figure 1 - Laswell's Model of Communication

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The scenario for the communication and dissemination plan consists of the following parts:

- **Vision and objectives, for the Internal and External Stakeholders**

  As stated in the signed contract, our vision for the project is based on the existing need to customise existing generic Information Security and Cybersecurity frameworks and proceed with an objective and focused customisation for the health sector.

  The objectives to be achieved are briefly:

  1) obtain a framework adapted for the health sector;
  2) to create a Web App that can use the framework as a support instrument for the evaluation of entities in the health sector, regarding their level of maturity in the field of Information Security and Cybersecurity, and to suggest a map of recommendations for implementation, so that they can reach a certain level;
  3) communicate and disseminate the instruments resulting from 1) and 2) at national and European Union level to the different stakeholders involved.

- **Goals, timeframes, and scope of the project**

  As previously stated, it is intended to the project achieve measurable results, based on the objectives identified above, within the timeframes agreed with the European Commission, and realising the proposed scope, namely:

  1) 4 months to make available the first version of the framework, consisting of the structure and indicative contents;
  2) 8 months to deliver the second version of the framework and the first version of the application that will support it;
  3) 10 months to provide the third version of the framework and the second version of the application. Validation actions of the project results and deliverables (on workshops and discussion panels) are also carried out in this period;
  4) 2 months, this will be the final period of the project, which will focus on the final validation of the project, with the application of the framework and the software solution, to previously studied use cases, namely the realisation of a POC (proof-of-concept). It will also be the most intensive period of

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communication and dissemination of the project. The results of this last phase will be:

a. Availability of the latest version of the framework;
b. Availability of the latest version of the software solution (website/web portal);
c. Report on the realisation of the POC;
d. Report on the project communication and dissemination process.

- **Current and past communication & dissemination activities**

  The start-up process of the project, despite having started on the identified date, was slow, due to the involvement of several entities in the consortium and the setbacks in formalising their participation in the European Commission portal.

  In this sense, the initial communication and dissemination activities were centred on Paldata's internal teams, and the partners involved.

  Gradually the remaining consortium elements joined and currently there is a process of streamlining communication and dissemination between the different elements of the consortium: INEM (coordinator element); CHUSJ (subsidiary element); Paldata (subsidiary element) and Mundi Consulting (subcontracted element), based on a consistent governance model validated by all.

- **Existing communication & dissemination staff and stakeholders**

  Currently there is a communication structure, composed by a Communications Manager from Paldata, supported by the Project Manager, the Technical Director and each of the responsible (or delegating) of each entity of the consortium (INEM and CHUSJ).

- **Current communications & dissemination tools, activities and events**

  The project is supported by a set of collaborative tools that provide easy communication and dissemination, both: internally, based on TEAMS collaborative repository, shared between several consortium teams, and Office 365 Microsoft tools; and externally, with the implementation of a institutional Website to publish project information.

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Activities and events are planned and executed within the project, through the governance model, and externally, through the activities and events identified in the communication and dissemination plan, described below.

- **Means of reviewing communications & dissemination effectiveness**
  The means used in the communication and dissemination process are supported by the governance model, which is structured in meetings: strategic, tactical and operational, meetings used to communicate the status of the project, as well as any activity or event that needs to be communicated or disseminated internally or externally to the project.

- **Results of past communications surveys**
  No past communication surveys have been carried out.

- **Reasons for requiring more formal communications planning**
  The reasons that led to the creation of this Communications Plan are objectively two: the first relates to the need to fulfil the activity plan listed in the agreement established between the consortium and the European Commission; the second derives from the application of the PMBok Project Management methodology of the PMI (Project Management Institute), which has in its ten knowledge areas one dedicated to the elaboration of a communication plan, for any type of project.

- **Desired outcome of the communications planning process**
  The expected result of the communication planning process is to be able to identify time estimates for the realisation of the identified activities, as well as to be able to sequence the different internal and external activities, and to define their dependencies. The general plan with the most important activities is characterised below.

1.3 Situation Analysis

After defining the basis for creating the Communication Plan, the next step is to carry out a "Situation Analysis", describing the strengths, weaknesses, opportunities and threats that exist in the communication environment. For example:

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- **Strengths:** The different teams are able to identify the information needed for the project, in the different specialities, as well as the deadlines in which it must be delivered;
- **Weaknesses:** Possible improvement in the frequency with which information is distributed or making information more selective to the target audience;
- **Opportunities:** There are opportunities to improve the awareness and communication of the project given the dispersion of the consortium members' teams and the need to publicise the project at national and European level;
- **Threats:** Threats that may exist include: messages that are not well interpreted as expected, changes in the structure and security culture of the teams involved, the target organisations and their departments, others.

It is important to clearly identify all strengths, weaknesses, opportunities and threats in order to have a complete picture of the environment in which formal and/or collaborative communications are issued.

1.4 Lessons Learned

After characterising the environment and surroundings in which collaborative and formal communications take place, the next step is to describe the current state and actions already have been taken, of communications in the teams and the project:

1. List the generic communication activities that have taken place to date:
    1.1. Internal project communications:
        1.1.1. Kick-off meetings with consortium organisations and partners;
        1.1.2. Regular meetings based on the governance model.
    1.2. External communications:
        1.2.1. International meeting with another consortium in the framework of the European programme for Information Security and Cybersecurity in the health sector.
    1.3. Overall communication planning, with activities to be carried out at national and international level.
2. Describe how these communications were carried out and the main messages conveyed:
    2.1. Communications were carried out within the project structure, respecting roles and responsibilities;

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2.2. The main messages conveyed reflect the following points:

2.2.1. Characterisation of the importance of the project in the national and European context, in the health sector;

2.2.2. Relevance of carrying out the project in a professional manner, ensuring its success;

2.2.3. Ensure that the results of the project can be used at national, European and international level in an open way.

3. Identify and evaluate the level of success of these messages:

3.1. After the communication period, it has not yet been possible to evaluate the impact of the messages transmitted on the teams.

4. Document the lessons learnt:

4.1. After the information has been collected, it will be analysed, and lessons learned will be documented.

As knowledge learned, it is important to recognise how previous communications were carried out in the project/team and the lessons learned. Such knowledge should "set the stage" for the subsequent communication activities needed to keep stakeholders informed (internally and externally) with the right information at the right time.

2 Communication & Dissemination Strategy

2.1 Objectives

The previous points have defined the current state of the realised or planned communication and dissemination. The next step of this document is to describe the future state, which will be achieved through the implementation of this plan.

At this point at least 3 main objectives will be listed, which should be achieved with the execution of this Communication and Dissemination Plan(s).

The objectives should be defined and be: Specific, Measurable, Actionable, Relevant and Timely (S.M.A.R.T) whenever possible, to be controlled and measured.

Objectives list:

1. Raise awareness among internal stakeholders, in particular, obtaining sponsorship and buy-in from senior management of consortium members;
2. Improve team efficiency and productivity through the communication process by

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providing mechanisms to achieve more informed, rapid and agile communication within and between teams. As well as adjusting the teams' perception of the project and its national and international dimension;

3. Plan activities and events, which provide validation and dissemination of the Framework and its artefacts, at national, European and international level.

2.2 Strategy approach

The main objective of the strategic approach is to obtain results from the research project. To achieve this goal, a set of initiatives in the field of communication and dissemination are necessary to achieve the results.

A set of actors and actions for achieving results is presented below.

Figure 2 – Diagram of actors and actions for achieving results

Source: Horizon Europe presentation (The Euresearch & Innovation Programme 2021-27), adjusted

> *The definition of results' means any tangible or intangible effect of the action, such as data, know-how or information, whatever its form or nature, whether or not it can be protected, as well as any rights attached to it, including intellectual property rights.*
>
> Source Portal: https://commission.europa.eu/funding-tenders/managing-your-project/

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As proposed in the submitted application and contained in the signed agreement. A number of questions were asked by the European Commission and answered in the application. In which these questions corresponded to:

Q1: Dissemination and communication activities are fundamental for the success of this project.

A1: The communication strategy and the respective activities, planned within the scope of the project, will contribute to disseminate the results obtained and promote the use of the HISC4All (self-assessment tool developed) so that healthcare entities are more aware of areas regarding information security and cybersecurity.

Q2: Communication and dissemination activities, activities (target groups, main messages, tools, and channels) planned in order to promote the activities/results and maximize the impact.

A2: During the development of the communication plan the following target stakeholders where identified:

- *Hospital and Clinics;*
- *Institutions of the Public National Health Service (NHS);*
- *SMEs of the healthcare sector (small hospitals, clinics, dentists,..);*
- *Non-profit organizations (Firefighters).*

The set of the activities described below guarantees that all the stakeholders increase their sensibility and self-awareness of information security and cybersecurity and how can they improve it.

The communication plan includes the creation of a website where all relevant information about the project will be shared, such as its scope, goals and lessons learned. Here it will also be made available the self-assessment tool. Additionally, all promoters will share this information on their institutional websites, LinkedIn and other direct communication channels that they currently use.

This plan also includes Workshops and Webinars and the activities of preparing its contents.

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Finally, for a major cross border dissemination that also includes the academia, to set this framework as a reference, a scientific paper will be presented at a conference.

For dissemination purposes, all communication related to this framework project will be available in Portuguese and English.

Q3: Clarify how to reach the target groups, relevant stakeholders, policymakers and the general public. Explain the choice of the dissemination channels.

A3: First, by making the communication materials available in English, any healthcare entity from the European Union will be able to access the project information and the self-assessment tool made available with the website (WebApp).

Via LinkedIn we will reach entities with whom none of the consortium members have direct relationship. Also, by email, or other mean of communication of the consortium members, specific entities previously defined to be of interest for this project will be contacted.

Q4: How the visibility of EU funding will be ensured.

A4: All the communication and dissemination of the framework will follow the requirements of an EU funding program including the logos. The institutional website created for purposes of external communication of the framework intends also to promote the EU funding.

During the workshops and webinars mentioned above, it will be promoted the visibility of EU funding throughout the events as well as in all the documents produced for this purpose.

Continuing with the same principles of action identified in the application, the strategy concepts of communication and dissemination are presented in this document in an aggregated way, however, it is clear to the consortium that the two components have distinct and at the same time complementary objectives for the project.

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Communication	Dissemination

• Actions to communicate:
  ○ Project internals
  ○ Communities and market sector, externals
	• Actions to present and disseminate project results on Communities and market sector

• Is about the project and results	• Is about results only
• Involve multiple audiences. Beyond the project's own community (Include the media and the public)	• Target to audiences that may use the results in their own work. e.g. peers (scientific or the project's own community), industry and other market actors, professional organizations, policymakers, others
• Inform and reach out to society, show the benefits of research	• Enable use and uptake of results

Table 1 - Communication and Dissemination purposes

Source: Horizon Europe presentation (The EU Research & Innovation Programme 2021-27), adjusted

The activities, events and actions to be developed are reflected in the overall plan, presented in a Table for Communication and Dissemination activities, and translated into a quarterly Calendar, which will require preparation, execution and control activities.

It will be in the context of the governance model that decisions will be taken regarding the communication and dissemination actions to be carried out.

This will take into account:

1) priorities;
2) types of activities/events/actions; and
3) dates of realisation.

2.3 Communication & Dissemination Guidelines

List of guidelines applicable to the dissemination of communication messages/activities/events within the project:

- **Messaging:**
  - All messages will be specific, when intended to reach a target audience;
  - All important/key messages will be formally communicated;
  - Messages will always be distributed through the appropriate channels;

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- **Communications:**
  - The team(s) or manager(s) will communicate internally, to team members, before they know it;
  - Communication will be done on a need-to-know basis, only what, and when, people/entities need to know;
  - All important/critical communications will be approved in the consortium by the (management) leaders before being distributed;
  - Only the communication team (as approved by the consortium) can distribute official press releases;
  - Project meetings will be held, following the governance model, at all important stages of the project;
  - Regular unbiased reports will be produced where necessary, following the governance model, at all key stages;
  - The project team(s) will listen and act on feedback from governance meetings at different levels.

2.4 Stakeholders

In the previous sections, the communication environment was described and 3 key objectives for project communication were defined. The next step is to identify who will be involved in the dissemination and reception of communications, i.e. who will create, send and receive the formal communication messages.

2.5 Target Audience

Each of the target audience groups (i.e. stakeholders) that your teams will communicate with are made up of.

INTERNAL:

- Board of Directors/Directors of the consortium members (sponsor, director, other board members);
- Project management team (project manager, team leaders and complementary areas);
- Members of the project teams, from each of the consortium elements;
- Related project teams from each of the consortium members;

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- Project management office (if any);
- Managers of related operational/business units;
- Quality/audit staff internal to the project, or from each of the consortium members;

EXTERNAL:

- External suppliers and contractors;
- National governance and regulatory bodies in the area of health and Information Security and Cybersecurity;
- Governance bodies of the European Commission;
- Directors and management from other EU projects from health sector;
- Other entities in the information security and cybersecurity target market, in various sectors.

2.6 Internal Stakeholder Requirements for Project

Once the recipients of the communication have been formally defined. The next step is to identify the information to be made available. This is done by listing each stakeholder in the table below and then characterizing the information they need to receive and make available and the dates or frequency at which it will be received/made available.

Name	Role	Information	Timeframe
Ionut Stoica	EU Project Coordinator	• Summary project status • Critical risks and issues	Whenever requested
EU Portal	Manage all the contents of the project	• Submit deliverables in the EU portal • Submit the monitoring reports for each phase on the EU portal	For each phase: WP1, WP2, WP3 and WP4
	Manage the financial reports	• Submit the project implementation report (financial and resource utilisation)	At the end of 2023 and 2024
Paulo Pinto	Project Sponsor/ Coordinator (Project Director)	• Summary project status • Critical risks and issues • Budget & timeline performance	Monthly in strategic Steering's
Alberto Caria / Paulo Domingos	Project Manager	• Detailed project status • All risks and issues	On request, every two weeks (defined by the Strategic Steering),

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		• Go through all 10 areas of knowledge of the project, as identified by PMBok/PMI in PMP practice	Weekly in operational meetings with team's
TBD	Quality Manager	• After the PQP (Project Quality Plan) has been created, carry out its control.	1st each month
José Martins	Technical Director	• Detailed project status deliveries • Risks and issues	Weekly, reported in operational meetings
Old CHUSJ/ ULSSJoão	Consortium Beneficiary	• Support with health knowledge • Contributions to framework with "Use Case" and "Controls"	Second quarter WP3

Table 2 - Internal Stakeholder Requirements for Project

2.7 External Stakeholder Requirements for Health Sector

The next step is to identify the information to be made available outside project boundaries. This is done by listing each target in the table below and then characterizing the information needed to make available and the dates or frequency at which it will be made available or refreshed.

Name of the organisation	Activity it carries out	Information to be made available	Deadline for making it available
Health entities / EU MS	Institutional Website dissemination	• Project overview • Web Application	End 2024

Table 3 - External Stakeholder Requirements for Health Sector

2.8 Internal Key Messages

List of key messages that are communicated to most stakeholders. Namely, messages that are regular or critical to the success of the teams and the project, examples:

- **Project status:** Whether the project is currently running to schedule, budget and agreed quality targets.
- **Project issues and problems**: The impact of issues and problems currently affecting the project and the actions taken to resolve them.
- **Project risks:** The high-level risks that may affect the project and the actions taken to mitigate, avoid or reduce them.

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- **Project results:** The deliverables completed to date and the items that are scheduled to be completed in the next reporting period.
- **Project resources:** The overall level of resources against the Resource Plan and any resource constraints currently affecting the project.

These key messages will be integrated into the communication events.

2.9 External Key Messages

List of key messages that are communicated to outside (Communities, health market sector, and Information Security and Cybersecurity recipients). Namely, messages that are important or even critical to the success of the project:

- **With whom:** Sharing with public, customers and target audience (health, security and cyber related).
- **Example** (solution to solve the problem)**:**

2.10 Channels for Communication & Dissemination Activities

The next step is to identify the main communication channels.

'Delivery channels' are the mechanism for communicating and disseminating information to stakeholders and market.

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For example, the main and most effective mechanism for managing communication with a team could be email or a regular newsletter or other process/mechanism.

However, it should be considered as more important to determine the distribution channel that is most appropriate. This should be done by using the channel that the target audience prefers to use.

Therefore, using the right channel is as important as drafting the right communication message to the right stakeholders at the right time.

Below are generic examples of communication/dissemination/distribution channels that could be used:

Types of Communication/Dissemination/Distribution Channels	
• Advertising • Awards • Banners • Billboards • Branding • Brochures • Business cards • Competitions • Conferences • Communities • Demonstrations • Direct mail • Directories • Endorsements • Email • Exhibitions • Flyers • Fact sheets • Forums • Displays • Launches • Leaflets • Letterheads	• Media packs • Newsletters • Newspaper ads • News conferences • Packaging • Posters • Press conferences • Prizes • Public meetings • Quotes • Radio • Samples • Seminars • Signage • Social events / Social media • Shows • Speaking engagements • Television • Team meetings • Video presentations • Website • Workshops

Table 4 - Channels for Communication & Dissemination Activities

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2.11 Information Collection for communication & dissemination

Once the channels that can be used to disseminate project information have been identified, those responsible for producing/providing the information to feed the channel will follow. So far, we have identified multiple channels eight (8), and activities/events/actions seventeen (17), that can be addressed when implementing (preparing, executing and monitoring) project communication and dissemination plan.

The following tables specify the source of information for some channels (listed above) to be used in the HISC4ALL project, considering the activities and events identified in the Calendar below.

1# Channel (1)	Project documentation repository (Teams and 365 tools)
Information Requirement	• Communication Plan
Information Provider	• Communications Manager • Project Manager • Consortium directors
Collection Timeframe	• At the beginning of the project, with the creation of the document. • Controlled monthly by Communications and Project Manager.

2# Channel (1)	Project documentation repository (Teams and 365 tools)
Information Requirement	• Image/communication documentation (Image and communication dossier)
Information Provider	• Communications Manager • Consortium departments of Marketing and Communications
Collection Timeframe	• At the beginning of the project, with the creation of image contents

3# Channel (2)	Institutional website of the Project
Information Requirement	• Project contents to build the website
Information Provider	• Communications Manager • Consortium departments of Marketing and Communications to validate
Collection Timeframe	• At the beginning of the project, with the creation of image contents to support websites

4# Channel (1)	Project documentation repository (Teams and 365 tools)
Information Requirement	• Build specific templates to the project execution on several formats.
Information Provider	• Project Manager • Communications Manager • Validated by Quality Manager
Collection Timeframe	• At the beginning of the project, controlled by quality manager

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5# Channel (1)	Project documentation repository (Teams and 365 tools)
Information Requirement	• Build specific templates project management, on several formats.
Information Provider	• Project Manager • Communications Manager • Validated by Quality Manager
Collection Timeframe	• At the beginning of the project, controlled by quality manager

6# Channel (3)	Magazine/Journal Healthcare Publishing
Information Requirement	• Publish Healthcare and Cybersecurity Literature Review.
Information Provider	• Project Technical Staff • Communications Manager • Consortium departments of Marketing and Communications to validate
Collection Timeframe	Phase/Stage-dependent publication

7# Channel (3)	Magazine/Journal Cybersecurity Publishing
Information Requirement	• Publish outreach article in national/international magazines.
Information Provider	• Project Technical Director • Communications Manager • Consortium departments of Marketing and Communications to validate
Collection Timeframe	Phase/Stage-dependent publication

8# Channel (4)	Webinar on Website File Streaming
Information Requirement	• Webinar (to explain the project and the framework) • Video and static content.
Information Provider	• Project Technical Director • Communications Manager • Consortium departments of Marketing and Communications to validate
Collection Timeframe	Phase/Stage-dependent publication

9# Channel (5)	Academic Portal
Information Requirement	• Academic Article • Writing a scientific article
Information Provider	• Project Technical Director • Communications Manager • Consortium departments of Marketing and Communications to validate
Collection Timeframe	Phase/Stage-dependent publication

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10# Channel (6)	Workshop with panel experts
Information Requirement	• Preparation of realisation of a panel of experts • Meetings with defined agenda and sharing of topics a priori.
Information Provider	• Project Technical Director and Staff team's • Communications Manager • Consortium project teams and consortium operational/business departments
Collection Timeframe	Phase/Stage-dependent

11# Channel (7)	Remote or local meetings/workshops, on demand, with interest groups
Information Requirement	• Create / join Project Working Group within the same umbrella in the European Commission • Join and dynamize intra-group discussion forums.
Information Provider	• Project Technical Director and Staff team's • Communications Manager • Consortium departments of Marketing and Communications • Other outside/international events
Collection Timeframe	Any time with internal project preparation and promotion, or from outside, through information communicated and received from other entities

12# Channel (2)	Institutional website of the Project
Information Requirement	• Project contents to update the website
Information Provider	• Communications Manager • Consortium departments of Marketing and Communications to validate • Site/content Manager
Collection Timeframe	Whenever necessary

13# Channel (8)	Conferences for project promotion (national/international), or external by participation in events.
Information Requirement	• Presentation/promotion of the Project at Conferences: ✓ CNCS (portuguese VSA) ✓ ENISA ✓ Others to be defined (e.g. IDC)
Information Provider	• Communications Manager & Project Director/Manager
Collection Timeframe	Where planned or on receipt of an invitation

14# Channel (2)	Institutional website of the project
Information Requirement	• Academic Poster. • Creation of an academic poster (infographic) for presentation at conferences and for the website.
Information Provider	• Communications Manager • Consortium departments of Marketing and Communications to validate
Collection Timeframe	Where needed to support project promotion

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15# Channel (6)	Technical workshop (framework and artefacts application)
Information Requirement	• Information to prepare a Technical Workshop (how to use the application/website) • Video and static content. Examples of use of the framework/application.
Information Provider	• Consultants advocating a training manager • Project Technical Director or Staff members • Support from consortium training departments
Collection Timeframe	Where needed to support the project utilization on the Proof-of-Concept (POC)

16# Channel (6)	Preparation of Business and Technical workshops
Information Requirement	• Creation of awareness-raising content • Workshops and sensitisation materials. • As a result of the promotional activities or events
Information Provider	• Consultants from the Business/Operational teams • Project Technical Director or Staff members • Communications Manager • Consortium departments of Marketing and Communications to validate
Collection Timeframe	Before utilization of project materials/contents

17# Channel (1)	Project documentation repository (Teams and 365 tools) or WebSite
Information Requirement	• User manuals and guides creation
Information Provider	• Consultants from the Business/Operational teams • Project Technical Director or Staff members • Communications Manager • Consortium departments of Marketing and Communications
Collection Timeframe	• At the beginning of the project, with the creation of image contents

3 Brand identity, key elements and tools

3.1 Project brand identity

For the HISC4ALL project, a consistent and coherent visual identity was developed, to create visibility and recognition.

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3.1.1 Background project image

An image based on generalized health "icons/symbols" was developed, as well as the letters of the project's acronym/ID with more relevance.

Figure 3 - Image Flyer with background information

Figure 4 - Image Flyer with background logos

The project will be based on an institutional background, with a homogenous colour palette, to be applied consistently across a multitude of materials and media, from:

- document templates;
- logo illustrations and infographics;
- templates for letters, posters, flyers;
- others.

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3.1.2 Set of symbols (logos)

The HISC4ALL project logo is composed of the letters of the project's acronym, plus the general symbol of health care. Below is presented the developed study of all symbols.

Figure 5 - Set of symbols

3.2 Key elements and tools

3.2.1 Newsletter

It is the intention of those responsible for the consortium and the Communication Manager, with the support of the other responsible/managers, to promote the creation of a Newsletter to publicize the project.
(In study)

3.2.2 Institutional Website

The institutional Website is in the initial phase to promote the Communication and Dissemination of the project. When complete, allows users to take advantage of the Web Application available at the Website. This can be seen at: https://www.hisc4all.com/

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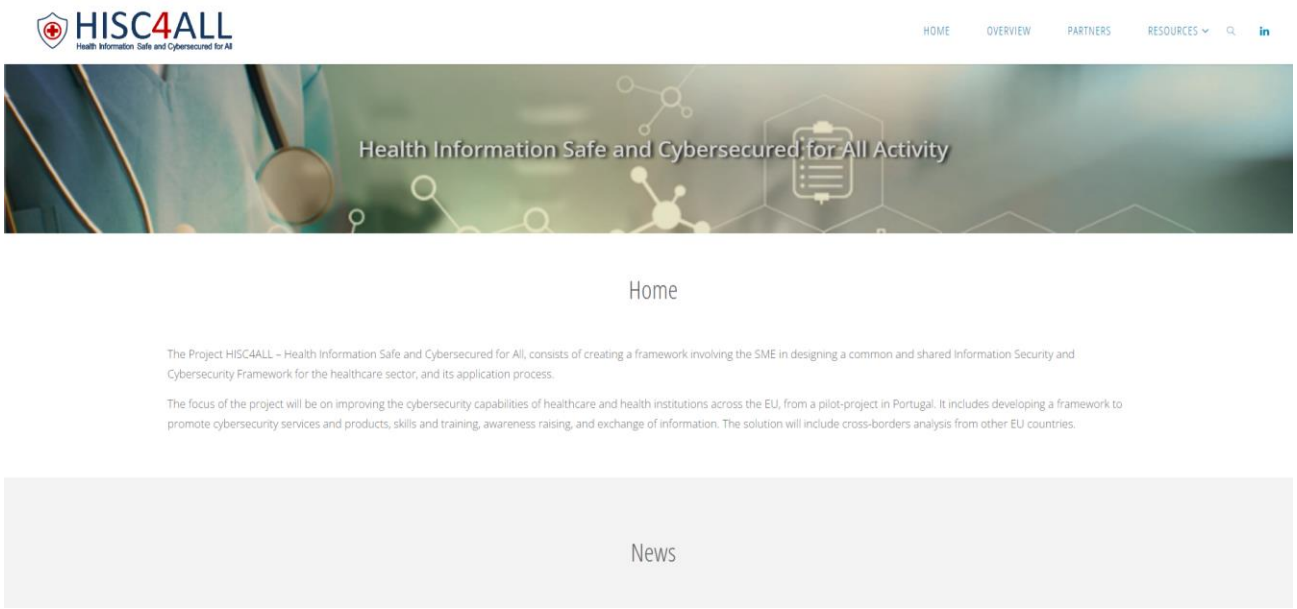

3.2.3 Printable material as "Flyers"

It is the intention of those responsible for the consortium and the Communication Manager, with the support of the other responsible/managers, to promote the creation of a Flyer to publicize the project.
(In study)

3.2.4 The HISC4ALL in Social Media

It is the intention of those responsible for the consortium and the Communication Manager, with the support of the other responsible/managers, to use the Cybersecurity events (Finland and Portugal), to enable the inclusion of the project in social media networks, with the necessary relevance.

3.2.5 Preer-review Publications

A great effort will be made in the scientific and research field, with the publication of a scientific/technical article, to be peer-reviewed in high-impact journals/portals and its dissemination in conference(s). This will primarily be done by the research team covering areas within the work carried out on the project.
This deliver is to be done in the end of WP3 with the Proof of Concept (PoC).

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3.2.6 Other communication and dissemination events

One of the main project dissemination activities will be participation in conferences and the organization of various workshops and webinars, meetings with other similar projects and other events, with the aim of disclosing the progress of the project, proceeding with validations and results, as well as receive feedback from interested parties.

It is the consortium's intention to present results and progress of the project at related international conferences, exhibitions and workshops.

More precisely, the consortium intends to present the project results in at least 2 events, through the organization of special sessions with a panel of Information Security and Cybersecurity specialists, and a framework validation workshop, with entities linked to the sector. More events may be listed in the WP4 deliverable.

3.2.7 Other designed or conceived materials

Other activities, events or communication and dissemination actions may be created, throughout the execution of the project, whenever there is a trigger that creates the need.

4 Communications & Dissemination Plan

Once the above points have been structured, the conditions are in place to programme the communication and dissemination activities/events/actions needed to keep the right stakeholders knowing the right information at the right time, as well as disseminate to others.

4.1 Communications Schedule

The communication calendar of activities should present the schedule for each of the communication activities/events that are intended to be carried out to disseminate the communication messages to stakeholders and the health sector at national, EU and international level.

Specifically, for the HISC4ALL project, the calendar of activities and events is planned by quarters, it will be necessary to set dates and agree them with the elements of the consortium, as well as with other national and international entities.

Is presented below a calendar with the forecast of the activities/events to be carried out throughout the project, for each quarter of each year, and for the 2 years.

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4.2 Calendar of Activities/Events/actions for the project (estimation of activities/events/actions and times)

Legend:

	Preparation
	Go Live / Conference / Publishing
TBA	To Be Announced

#	What	where	How	Why	When						To Whom	Who performs
					3T23	4T23	1T24	2T24	3T24	4T24		
1	Create Communication Plan	Project Template	Creation of the document describing all the rationales behind the Project Communication and its timing	Need for Project Management and EU							For the internal project (teams of the consortium) and EU.	-Project Manager (PM) and Communications Manager (CM).
2	Create Logo / wallpaper	Creation of 3 logos to be chosen within the project consortium.	First drafts created by the Communication Manager and, if necessary, using a professional team from the consortium entities.	Creation of uniform communication channels/sources, which accompany all the communication strands of the Project.							For use on all communication deliverables.	- CM proposes 3 logos - Design team.

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#	What	where	How	Why	When						To Whom	Who performs
					3T23	4T23	1T24	2T24	3T24	4T24		
3	Create "static" site.	Site HISC4ALL	Design and content creation, validation and publication on a public website.	Creation of a single point of contact with all audiences that can be consulted 24x7.							The whole community.	- Validation: PM and Technical Director (TD) - Website: Development Manager.
4	Documentation template criation.	Power Point / Word / Excel	Power Point template creation.	Creation of a uniform communication source/channel for internal and external presentations.							For use in all Project presentations.	- CM develop 3 templates.
5	Presentations to the Governance Steering's.	Monthly/quarterly /semi-annual (preferably face-to-face) project status meetings.	Status of key milestones.	Need to keep key stakeholders informed and aligned with the Project.							Project Stakeholders (consortium leaders).	PM with support from elements of the consortium.
6	Publish Healthcare Cybersecurity Literature Review.	Magazines/Health Journal and/or Cybersecurity.	Summary of the work carried out in the project in the format of a scientific article (literature review).	Deliverable of the Project to the Community and communication to all market stakeholders of the work being done.							Scientific community.	TD
7	Publish outreach article in national/international magazines.	Dissemination magazines (Health, IT, Cyber and Information Security).	Creation of 2-page articles to publicise the Project without a scientific concern.	Need to create visibility of the Project outside the scientific community. Obtaining feedback from the market.							Community in general.	TD

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#	What	where	How	Why	When						To Whom	Who performs
					3T23	4T23	1T24	2T24	3T24	4T24		
8	Webinar (to explain the project and the framework).	Site HISC4ALL	Video and static content.	Presentation to the wider community (academic, market, stakeholders, similar projects, others).							Community in general.	R&D Team
9	Academic Article.	Highly regarded magazine/journal for the cybersecurity field.	Writing a scientific article.	Dissemination of academic deliverables of scientific research to the community.							Cybersecurity stakeholders in healthcare in Europe.	TD
10	Realisation of a panel of experts.	Promotion of meetings (preferably face-to-face) to discuss the framework.	Meetings with defined agenda and sharing of topics a priori.	Need for validation of the framework (workshops).							Cybersecurity and health experts.	TD
11	Create / join Project Working Group within the same umbrella in the European Commission.	Close to the Italian Working Group. Hosted by ECCC in the end of the Programme.	Join and dynamize intra-group discussion forums.	Win-win for all projects and more capacity to communicate in other projects' forums, as well as to dynamise the use of our framework.							Projects funded by the European Commission within the same Health Sector Programme.	PM
12	Refresh of contents on the website.	Site HISC4ALL	Summary of the main quarterly milestones in terms of communication (articles, conferences, others).	Dissemination of the Project to the wider community - single point of communication of the most up-to-date versions.							Community in general.	- Validation: PM - TD / R&D Team

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#	What	where	How	Why	When						To Whom	Who performs
					3T23	4T23	1T24	2T24	3T24	4T24		
13	Presentation of the Project at Conferences.	National and international conferences.	- CNCS - ENISA - Others to be defined (e.g. IDC)	Dissemination of the Project and expected deliverables to the labour market for further use and adoption - bridge with the commercialisation phase of the project.							Cybersecurity and Health Market.	PM and R&D team
14	Academic Poster.	At conferences where a paper is not possible, HISC4ALL website.	Creation of an academic poster (infographic) for presentation at conferences and for the website.	Summary of the main features of the Project - "Project business card".							Scientific community and outreach in general.	CM
15	Technical Workshop (how to use the application/web site).	In person and remotely.	Video and static content. Examples of use of the framework/application.	Support the dissemination and adoption of the framework, bridge to the future phases of the project.							CISO's and those responsible for cybersecurity management in Healthcare Entities.	CM and R&D team
16	Creation of awareness-raising content.	Workshops and sensitisation materials.	As a result of the activities/events.	Support security managers in the adoption of the framework and application.							Security managers who wish to use the application.	CM
17	Create user manuals.	Workshops and manuals.	As a result of the activities/events.	Facilitate the adoption of the framework and the application.							Users of the App.	CM

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#	What	where	How	Why	When						To Whom	Who performs
					3T23	4T23	1T24	2T24	3T24	4T24		
18	HISC4ALL Framework Promotional MEMO	In the EU Portal	As a result of the project activities execution.	To inform the evolution of the project at end of each Work Package (WP)							For Consortium members, EU controllers and other HealthCare Security EU projects	CM
19	Europe Dissemination Results Plan	In EU security conferences	With a Presentation and online demo	To disseminate the Framework and the Software Solution Results							Address all the 27 counties, to security, healthcare authorities and security partners	CM
20	White Paper	TBC.										
21	Publish Manual / Book.	TBC.										

Table 5 - Calendar of Activities/Events/actions for the project

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5 Reporting and Feedback

After the completion of each communication or dissemination activity/event/action, a feedback on its success or otherwise is required. The success criteria to be assessed are listed in the next section.

5.1 Feedback and Measures

A set of measures must be put in place to obtain feedback on the level of success of the realisation of the activity/event and to determine if the information was correct and distributed to the right people/entities at the right time.

If the feedback is positive and all criteria are met, then the activity/event was a success. However, in some cases, feedback may show that certain success criteria were not met and an alternative communication activity/event or message distribution may be required to correct the issues and problems raised.

Each of the measures that could be put in place to collect feedback on the communication activities/events that you have planned is described below.

Examples include:

- Questionnaires
- Feedback forms
- Complaint forms
- Telephone surveys
- Independent audits.

5.2 Success Criteria

At this point it is advisable to apply a quality process for collecting feedback.

The next step is to list the criteria that determine whether the communication activity/event was successful. It is important to specify clear and precise criteria in this section.

This way, when the communication activity/event is completed and you have received feedback on it, you can easily compare the feedback with the criteria listed here and determine whether the activity/event was completed satisfactorily.

Here are some examples to use:

- The message reached its intended audience
- The message was distributed through the planned channel
- The output reached the target audience on time
- The distribution was effective

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- The message achieved the desired effect
- The message met the information needs of the audience
- The message was received as honest and reliable
- No complaints were received.

6 Monitoring Communication and Dissemination Actions

6.1 Execution Control Table

#	What / Action	Type / Location	Status (Planning / Creation / Executed)	When	Info to publish in EU Portal
1	Create Communication Plan	Document / In the project	Executed	[2023.08.30]	Ready
2	Create Logo / wallpaper	Designing / In the project	Executed	[2023.07]	Ready
3	Create "static" site and disseminate the link.	Designing and Implementing / Inside project	In creation	NA	Ready
4	Documentation template creation.	Designing and Implementing / Inside project	Executed	[2023.07]	Ready
5	Presentations to the Governance Steering's.	Documentation reports / Under Governance plan	Planned and in execution	On call	NA
6	Publish Healthcare Cybersecurity Literature Review.	Document(s) / in media	Ongoing	NA	NA
7	Publish outreach article in national/international magazines.	Document(s) / in magazines/journal	Ongoing	NA	NA
8	Webinar (to explain the project and the framework).	Media presentation / in project site	Initialized	[2024.09]	Ready
9	Academic Article/Paper.	Document(s) / in specialized portal	Ongoing	[2024.09]	NA
10	Realisation of a panel of experts.	Physical and Online Workshop / Lisbon Location	Ongoing	[2024.09]	NA
11	Create / join Project Working Group within the same umbrella in the European Commission.	Conference of EU Healthcare Security Projects / Online Streaming	To plan	[??]	
12	Refresh of contents on the website.	Update contents / Inside project	Executed	[2024.09]	Ready
13	Presentation of the Project at National/International Conferences.	Presentation / Outside locations	Executed	[2024.06]	Ready

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#	What / Action	Type / Location	Status (Planning / Creation / Executed)	When	Info to publish in EU Portal
14	Academic Poster.	Media Document(s) / 23rd European Conference on Cyber Warfare and Security (ECCWS)	Executed	27th, 28th June 2024	Ready: - Certificate; - Poster. Appendix B
15	Dissemination Technical Workshop (how to use the application/website).	Documentation and presentation / Inside and Outside the project	To plan	[??]	NA
16	Creation of awareness-raising content.	Documentation for training / Inside the project and publish in website	Executed	[2024.06]	NA
17	Create user manual/Webinar	Framework and Software Application guide utilization / Inside the project and publish in website	Ongoing	[2024.12]	NA
18	HISC4ALL Framework Promotional MEMO	Document / Inside project	Ongoing	[2024.12]	NA
19	Europe Dissemination Results Plan	Action Plan and contents / publish online and collaborate in events	To plan	[??]	
20	White Paper		TBC		
21	Publish Manual / Book.		TBC		

Table 6 - Execution Control Table

Consortium Acceptance

Approved by the Project Director/Coordinator (INEM):

Coordinator Signature: Date:

Assinado por: **Paulo Renato Marques Pinto**
Num. de Identificação: 06525780
Data: 2024.09.16 15:20:43+01'00'

Project Coordinator Name: Paulo Pinto (GSTI – INEM)

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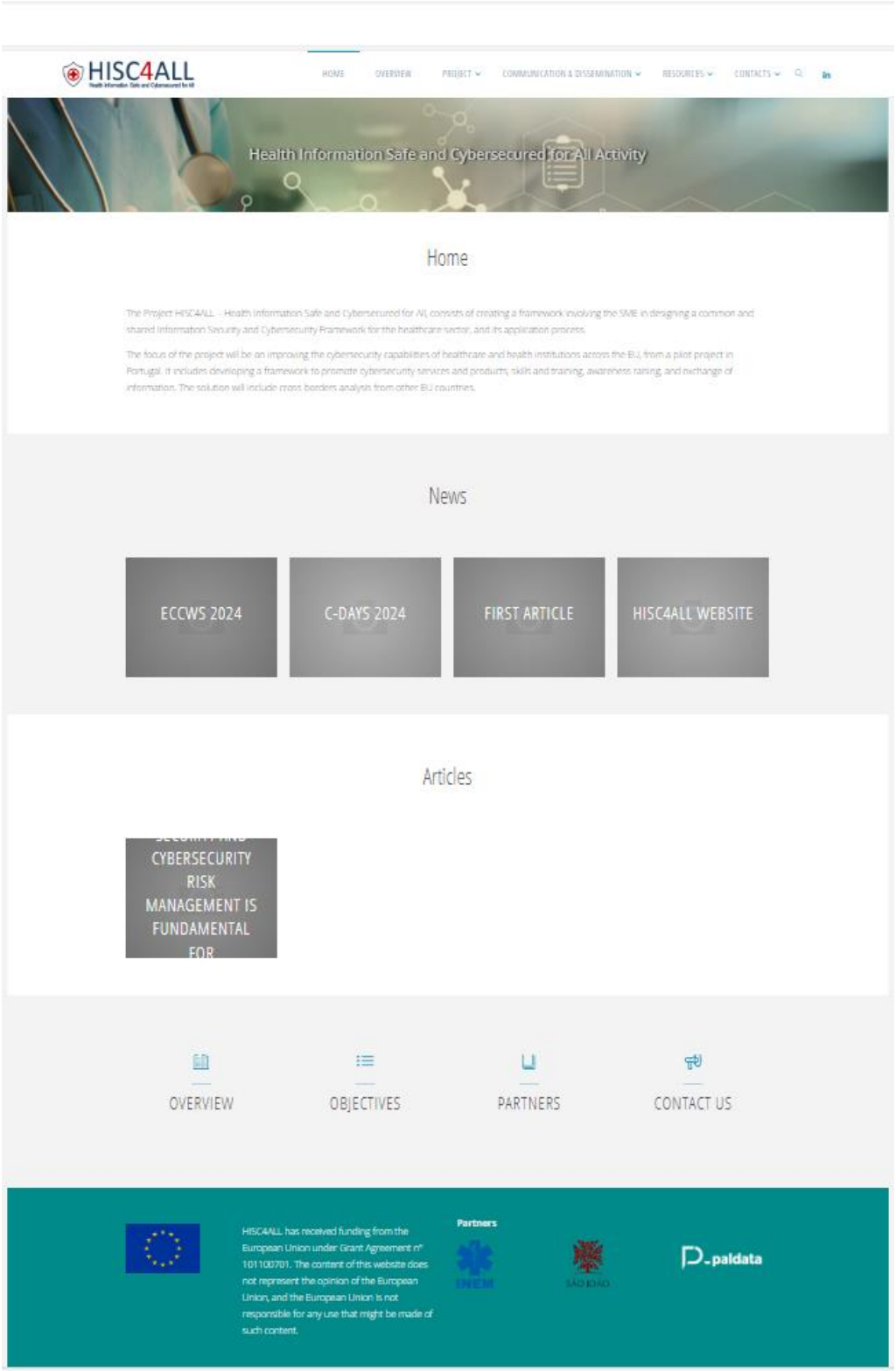
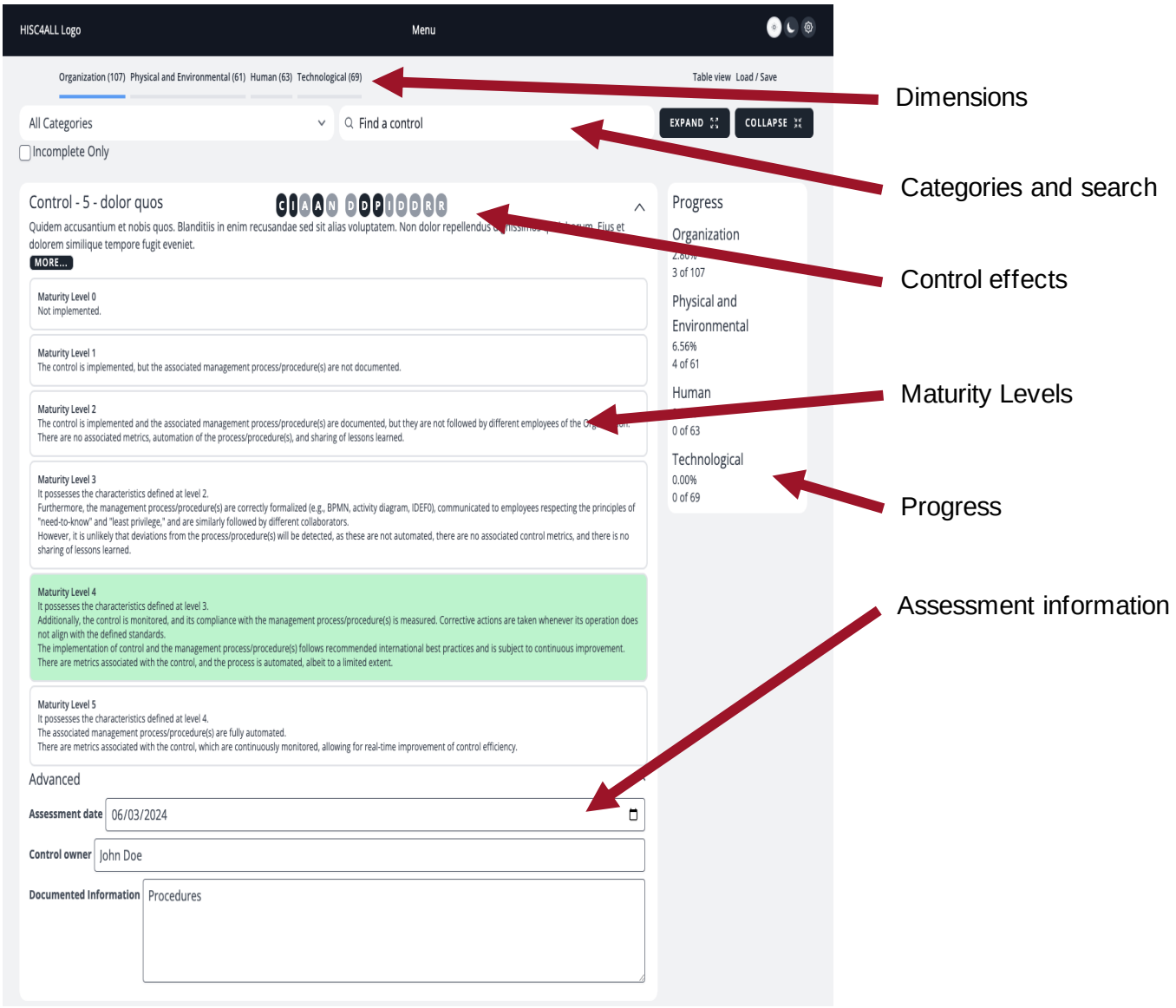
Appendix A – Institutional Website

Link : https://www.hisc4all.com/



NOTE: WebApp only available (online) on 31st October (D.3.5); WebApp image below:



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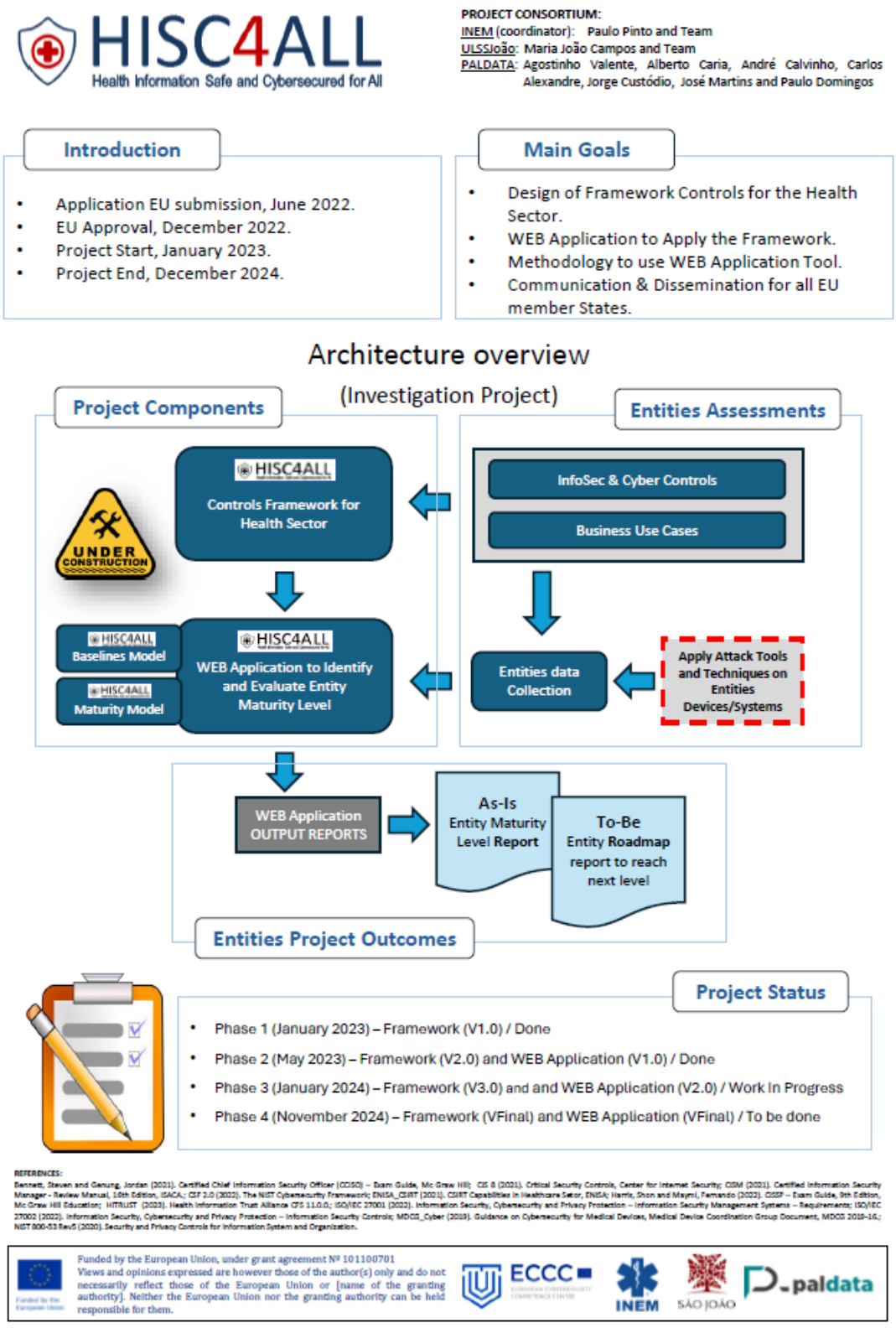
Appendix B – Academic Poster