



# Deliverable 30

Dissemination, Exploitation and Communication plan

Grant Agreement number	101137244
Project Acronym	KEEPCARING
Project Full Title	Future Proofing Health- and Care Systems Safeguarding Health Care Workers in Hospital Settings
EU Project Officer	Daniela Blihoghe
Horizon Europe Call	HORIZON-HLTH-2023-CARE-04
Project duration	48 months
Deliverable	D30 Dissemination, Exploitation and Communication plan
Version	1.0
WP	6
Lead Beneficiary	ECHA
Author	Natalia Allegretti, Dimitris Georgoulis - ECHA
Due Date (as in GA)	31.12.2024
Actual Submission date	23-12-2024



## Contents

### Index

Contents.....	2
List of Figures.....	3
List of Tables.....	3
Abbreviations.....	4
Executive summary.....	5
1. Introduction.....	5
2. C&D activities and tools.....	6
2.1. Coordination and planning.....	7
2.2. Compulsory elements to be included in all Horizon Europe project communications.....	7
2.3. Digital communications, positioning and outreach.....	8
2.4. Social media plan.....	12
2.5. Audio-visual material.....	13
2.6. Communication material for printed and digital distribution.....	14
2.7. Events.....	14
2.8. Scientific dissemination.....	15
2.9. Traditional media coverage.....	16
2.10. Featuring KEEPCARING through Horizon Europe C&D tools.....	17
3. Progress and impact monitoring.....	18
4. Preliminary Exploitation plan.....	18
4.1. Innovation management and Intellectual Property.....	19



4.2. Preliminary Key Exploitable Results.....	21
4.3. Route to exploitation.....	26
5. Next steps .....	28
6. Conclusions.....	28

## List of Figures

<i>Figure 1. EU flag and funding emblem.....</i>	<i>8</i>
<i>Figure 2. KEEP CARING project website.....</i>	<i>10</i>
<i>Figure 3. KEEP CARING LinkedIn page .....</i>	<i>10</i>
<i>Figure 4. KEEP CARING Exploitation timeline.....</i>	<i>26</i>

## List of Tables

<i>Table 1. Social media campaigns preliminary plan .....</i>	<i>12</i>
<i>Table 2. List of potential events for showcasing the project in the near future .....</i>	<i>15</i>
<i>Table 3. Preliminary KERs list.....</i>	<i>21</i>



## Abbreviations

AI	Artificial Intelligence
CA	Consortium Agreement
D	Deliverable
C&D	Communication and Dissemination
DC&SE	Dissemination, Communication, and Stakeholder Engagement
DEC	Dissemination, Exploitation and Communication
DoA	Description of Action
EU	European Union
IP	Intellectual Property
GA	Grant Agreement
GDPR	General Data Protection Regulation
HaDEA	Health and Digital Executive Agency
KER	Key Exploitable Results
KPIs	Key Performance Indicators
MS	Milestone
SSH	Social Sciences and Humanities
TBD	To be decided
VR	Virtual Reality
WP	Work Package
IXA	Innovation Exchange Amsterdam



## Executive summary

The KEEPCARING Dissemination, Exploitation, and Communication (DEC) Plan is a framework designed to drive the successful dissemination, communication, and exploitation of project outcomes. Built upon the Dissemination, Communication, and Stakeholder Engagement (DC&SE) Strategy (KEEPCARING deliverable D6), this plan adopts an exploitation-driven approach to ensure alignment with project goals and broader impact objectives.

The Dissemination, Exploitation and Communication plan outlines:

- Actionable strategies and tools: A detailed roadmap of dissemination and communication techniques, channels, and tools tailored to achieve the goals defined in the DC&SE strategy.
- Preliminary Exploitation Plan: Guidance to enable the consortium to capitalize on project outcomes, laying the groundwork for their large-scale adoption.
- Progress and Impact Monitoring: A structured approach to track and evaluate the DEC Plan's implementation and effectiveness, ensuring measurable progress and adaptive improvements.
- Next Steps: A forward-looking overview of actions required to sustain momentum and achieve project objectives.

The DEC Plan operates as a dynamic, iterative document, updated and monitored by ECHA at the time of the three WP6 milestones (MS) foreseen in the project's Description of Action (DoA) as outlined in the next section.

Through this plan, the project aims to achieve its dissemination, communication, and exploitation objectives, driving meaningful engagement and institutional commitment across stakeholders.

## 1. Introduction

The KEEPCARING Dissemination, Exploitation and Communication (DEC) plan is based on the Dissemination, Communication, and Stakeholder Engagement (DC&SE) Strategy (D6) and follows its exploitation-driven approach. Communication, Dissemination and Exploitation activities will be carried out within the project's WP6, with additional actions integrated across other work packages. These actions will support co-creation, endorsement



processes, and institutional commitment to drive large-scale adoption of the project's outcomes.

The DEC plan outlines:

- A detailed plan of actions, techniques and channels to be used for achieving the goals set by the KEEPCARING DC&SE strategy ([C&D activities and tools](#))
- A preliminary exploitation plan, aiming to guide the consortium towards successful exploitation of project results and outcomes ([Preliminary Exploitation plan](#))
- A plan for monitoring and assessing the progress and impact of the DEC plan ([Progress and Impact Monitoring](#))
- An overview of the next steps to be taken by the consortium ([Next steps](#))

The DEC plan will function as a living document, and its implementation will be regularly monitored by ECHA. For this purpose, three key milestones (MS) have been identified in the DoA to ensure the effective monitoring and progression of the project. These milestones serve as critical checkpoints to assess progress, align activities with project objectives, and facilitate timely adjustments where necessary.

- MS3: Impact and dissemination check 1 (M12)
- MS6: Impact and dissemination check 2 (M24)
- MS9: Impact and dissemination check 3 (M46)

## 2. C&D activities and tools

This section presents a detailed plan of actions, techniques and channels to be used for achieving the goals set by the KEEPCARING DC&SE strategy (D6):

- Promoting **KEEPCARING's vision, innovative strategies**, and **outcomes** to audiences at **global, European, national**, and **local levels**, fostering widespread awareness.
- Broadening the reach of **KEEPCARING's results** by engaging **stakeholders** beyond the consortium, ensuring its insights and solutions have far-reaching influence.
- Actively involving **stakeholders** and **target groups** to cultivate **support** and advocacy for KEEPCARING's **innovative approaches**.
- Disseminating the project's **findings** and **outputs** to relevant **scientific, healthcare**, and **industrial communities**, driving **knowledge exchange** and application.



- Forging **new partnerships** and expanding **networks** in the fields of **stress reduction** and **resilience-building** for **healthcare professionals and students pursuing careers in healthcare**, extending impact beyond **surgical pathways**.
- Elevating the profile of participating **partners** in the **European** and **global arenas** of **healthcare innovation, resilience-building, and stress management**.

## 2.1. Coordination and planning

Coordinated and led by ECHA, WP6 Leader, all consortium partners will identify a main reference contact for communication and dissemination activities. The reference contacts will be meeting on a monthly basis for a C&D virtual coordination meeting, in which they will be discussing the activities conducted and those planned for the next months.

As the project's actions are now up and running and proper awareness should be given to them, the first C&D virtual coordination meeting has been planned in January 2025. ECHA is responsible for the scheduling, management and writing notes of these meetings.

## 2.2. Compulsory elements to be included in all Horizon Europe project communications

### 2.2.1. EU flag and funding statement

Since the EU grants are financed by public funds, EU Beneficiaries are generally expected to actively engage in communication activities, to promote the projects and to publicly acknowledge the EU support.

In line with the Horizon Europe Agreement, communication activities of the beneficiaries related to the action (including media relations, conferences, seminars, and information material, such as brochures, leaflets, posters, presentations, etc., in electronic form, via traditional or social media, etc.), dissemination activities and any infrastructure, equipment, vehicles, supplies or major result funded by the grant must acknowledge EU support and display the European flag (emblem) and funding statement (translated into local languages, where appropriate):



*Figure 1.: EU flag and funding emblem*

The emblem must remain distinct and separate and cannot be modified by adding other visual marks, brands, or text.

Apart from the emblem, no other visual identity or logo may be used to highlight the EU support.

When displayed in association with other logos (e.g., of beneficiaries or sponsors), the emblem must be displayed at least as prominently and visibly as the other logos.

For the purposes of their obligations, the beneficiaries may use the emblem without first obtaining approval from the granting authority. This does not, however, give them the right to exclusive use. Moreover, they may not appropriate the emblem or any similar trademark or logo, either by registration or by any other means.

### 2.2.2. Disclaimer

Any communication or dissemination activity must indicate the following disclaimer (translated into local languages where appropriate):

“Funded by the European Union. Views and opinions expressed are however those of the author(s) only and do not necessarily reflect those of the European Union or HADEA. Neither the European Union nor the granting authority can be held responsible for them.”

## 2.3. Digital communications, positioning and outreach

### 2.3.1. News content production

A clear process is established for news' content production to be published on the project's website and diffused on social media.



Each KEEP CARING partner will take turns contributing to this activity on a monthly rotational basis. ECHA will provide a detailed contribution plan to all partners ahead of the first virtual dissemination and communication coordination meeting set in January 2025. During the monthly meetings, partners can discuss and finalise the details of the news to be published. When it comes to procedures, the partner in charge for that month publication is requested to:

- Alert ECHA, as Communication Manager, via email as soon as possible if set deadlines cannot be met.
- Two weeks prior to publication on the project website, the partner is required to complete the KEEP CARING news template and submit it to ECHA. This submission should include a draft of the content, the rationale for publication, and its alignment with ongoing project activities. Support further the content dissemination via Partner's own social media and communication channels (i.e., own website, newsletters, etc.).

In return, ECHA will:

- Review and refine the news content to ensure it resonates with its intended audience.
- Share the revised version with the author for final approval.
- Obtain the project coordinator's approval prior to publishing the news.
- ECHA will forward on [LinkedIn page](#) and [Website](#).

The template for news production and collection, including relevant instructions to make the process smooth and ensure that communication is homogeneous and complies with the Horizon Europe programme requirements, is placed in the collaborative working space of the project.

### 2.3.2. The project website

The [project website](#) is the showcase of the project and of all online communication and dissemination activities and material created along the duration of the project.



Figure 2. KEEPCARING project website

The website has been developed by project’s partner NURO, incorporating a user-friendly structure and interface, that would make website visits pleasant and informative for both the general public and experts interested in the KEEPCARING achievements.

**For more information about the project web site structure and “look and feel”, please see Deliverable 28 – Website.**

### 2.3.3. Social media channels

Social media play an important role in getting the audience interested in the KEEPCARING project, so that public participation will be maximised.

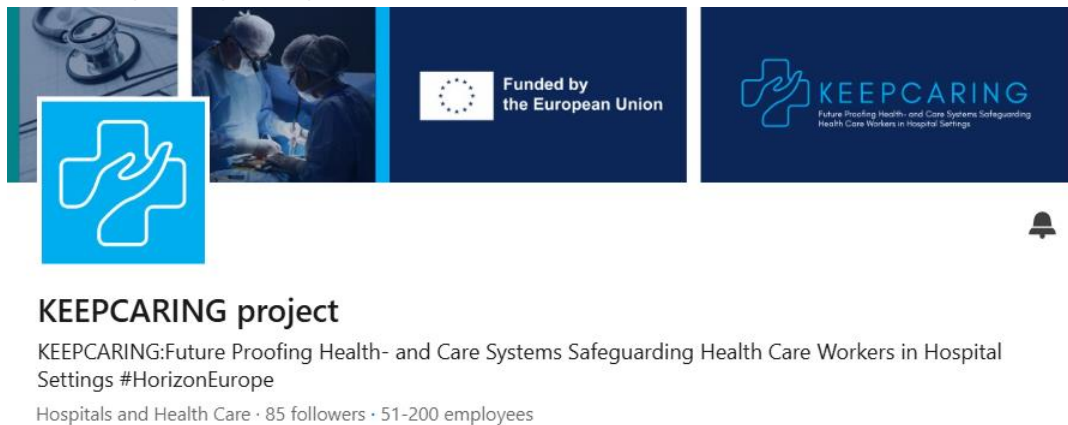


Figure 3. KEEPCARING LinkedIn page



The project has established a [LinkedIn page](#) and a [YouTube playlist](#), to serve as key platforms for communication and dissemination activities .

These channels will communicate the project's announcements and developments in short bite-sized messages suitable for this type of media. They will also help to share news and articles written for the project website, as they will give the audience a taster and then directly link them to the website for the full publication. Moreover, as well as "pushing" information out, the social media channels will provide the opportunity for stakeholders to engage with the project, and will encourage an open dialogue about innovations, implementations and impacts springing from the KEEPCARING activities.

Recognising that different social networks are better suited to engaging specific target audiences, during each of the first two WP6 Impact and Dissemination checks (MS3 and MS6, scheduled respectively for months 12 and 24 of the project)) the project will evaluate the potential to expand its presence on additional platforms as it progresses. For instance, to connect more effectively with younger stakeholders, such as students embarking on healthcare careers, the project may consider leveraging youth-oriented social media channels. Channels like Instagram and TikTok, in addition to YouTube, known for their popularity among younger demographics, may be considered to effectively engage this group.

Communication through social media will follow a structured plan ([Social media strategy plan](#)) following the course of the project lifecycle and the relevant project developments. ECHA will create specific banners and visuals to be used for the social media campaigns, in line with the project brand identity.

#### 2.3.4. Project newsletter

The project newsletter, scheduled for release on a biannual basis, is designed to effectively communicate and disseminate concise, targeted information to diverse stakeholder groups. It will serve as a key tool to keep audiences informed about the project's progress, milestones, results, and upcoming activities, ensuring consistent engagement across all categories of stakeholders.



To manage this effort, ECHA has created a dedicated Mailchimp account for the project. This platform will facilitate the collection, storage, and management of subscriber contacts, as well as the automated distribution of newsletters, ensuring compliance with [General Data Protection Regulation](#) (GDPR) standards. To maximise reach, a subscription form will be integrated into the project website, providing an accessible entry point for stakeholders to subscribe. Partners will actively promote this form through their own networks and communication channels, further broadening the newsletter’s reach and ensuring its accessibility to all relevant audiences. This coordinated approach will ensure that the newsletter becomes an impactful medium for sharing the project’s achievements and engaging stakeholders.

## 2.4. Social media plan

The social media plan is a dynamic document that will be continuously refined and updated over the course of the project. The table below provides an illustrative example of the social media campaigns envisioned during the first project’s phases.

*Table 1. Social media campaigns preliminary plan*

<b>Title</b>	<b>Content</b>	<b>Timeline</b>
<b>Meet our partners</b>	Presentation of the KEEPCARING partners	December 2024 – February 2025
<b>A spotlight on our Advisory Board</b>	Presentation of the KEEPCARING Advisory Board	February 2025 – March 2025
<b>KEEP CARING newsletter</b>	Inviting subscribers to the project newsletter and disseminating newsletter versions (every 6 months)	January 2025 – August 2028
<b>KEEP CARING studies: participants’ recruitment</b>	Inviting and engaging participants in the KEEPCARING studies	December 2025 – August 2025
<b>Awareness campaign</b>	Raising awareness on topics relevant to the project	March 2025 – June 2026



	activities and engaging external audiences	
<b>KEEPCARING activities</b>	Communicating project activities and engaging target groups & stakeholders in the project	April 2025 – August 2028
<b>KEEPCARING results</b>	Disseminating project results and fostering the exploitation potential of KEEPCARING solutions	September 2025 – August 2028

The project uses a main hashtag within social media communication and dissemination activities, aiming to foster the project’s visibility: [#KEEPCARING\\_EU](#).

In addition, the project has identified popular hashtags, that can be used to enhance the project’s communication and dissemination through social media: [#AI](#), [#horizoneurope](#), [#healthcare](#), [#HealthcareProfessionals](#), [#hospital](#), [#burnout](#), [#surgical](#), [#stress](#), [#wellbeing](#), [#mentalhealth](#).

## 2.5. Audio-visual material

The project will be creating audio-visual material to support its communication and dissemination activities.

These materials will include short videos, podcasts, and webinars developed collaboratively by all partners, potentially incorporating insights from external experts, with ECHA overseeing the final editing. All audio-visual content will be uploaded to the project’s dedicated [YouTube playlist](#), ensuring broad accessibility.

As a key element of communication and dissemination efforts, the audio-visual materials will enhance the appeal, clarity, and accessibility of information related to the project. The planned outputs include:

- **Video Interviews:** Featuring key representatives from partner organisations, explaining project plans, progress, and expected outcomes.
- **Demonstration Videos:** Showcasing project results, such as the Change Management Platform, for consultation and engagement purposes.



- **Video Series:** Highlighting studies conducted within KEEPCARING to provide insights and share findings.

## 2.6. Communication material for printed and digital distribution

ECHA, in coordination with AUMC, will create a flyer, poster and rollup aiming to present an overview of the project to the general audience. This material will be updated during years 3 and 4 of the project, to effectively disseminate outcomes and concrete results, incorporating infographics, data collection processes, user benefits, and summarised recommendations.

## 2.7. Events

### 2.7.1. Events organised by KEEPCARING partners and their networks

KEEPCARING partners will host a variety of activities tailored to stakeholders at both EU and local levels. These events, workshops, and webinars aim to disseminate project findings, promote the adoption of solutions, and ensure the sustainability of project outcomes. The already planned activities include:

- **Participatory Webinars:** A webinar series for health and care professionals in hospital settings, focusing on stress management, team dynamics, and resilience building. These sessions will feature expert speakers, interactive Q&A segments, and demonstrations of KEEPCARING tools, such as AI-supported solutions and virtual reality applications, offering participants practical strategies to implement in their workplaces.
- **Annual Public Events:** At least one event per year will engage the public to discuss KEEPCARING's progress and outcomes. These events will encourage two-way communication through exhibitions, debates, festivals, and workshops, fostering community involvement and awareness.
- **Mid-Term Conference:** Organised by ECHA at the end of the second project year, this event will focus on raising awareness of KEEPCARING's objectives, showcasing achievements, and outlining the next steps.
- **Final Conference:** Organised by ECHA at the project's conclusion, this conference will disseminate the final results and promote the ongoing adoption of KEEPCARING's services and solutions to a wide and relevant audience.



Additionally, KEEPCARING will leverage the networks of its member organisations, including EFN, HOPE, UEMS, and ECHA, and on the Advisory Board contacts, to amplify outreach and engagement through their established events and connections, ensuring the project’s impact extends to diverse stakeholder groups.

### 3.7.2. Conferences and congresses featuring KEEPCARING

An essential part of the project’s dissemination and communication strategy is the participation of KEEPCARING consortium members in national and international conferences to spread the project’s value and interact directly with the target audiences. These events will be selected early every year according to the focus and stage of the project with all partners actively contributing to this, coordinated by ECHA.

ECHA, in strict consultation with the project coordinator, will engage regularly with project partners to assess the suitability, requirements, and expected outcomes of potential events. Presented below is a preliminary list of events identified as possible opportunities in the short time to create awareness about the project.

*Table 2. List of potential events for showcasing the project in the near future*

<b>Event</b>	<b>Dates</b>	<b>Location</b>
<a href="#">Congress of the European Association of Work and Organisational Psychology</a>	21-24 May 2025	Prague
<a href="#">HIMSS Europe</a>	10-12 June 2025	Paris
<a href="#">HLTH Europe</a>	16-19 June 2025	Amsterdam
<a href="#">Public Health and Healthcare Management</a>	16-18 June 2025	Zurich
<a href="#">Digital Health Society Summit 2025</a>	17 <sup>th</sup> 18 <sup>th</sup> November 2025	Virtual

## 2.8. Scientific dissemination

KEEPCARING is committed to producing a diverse array of materials for dissemination within the research community, focusing on critical areas such as healthcare workforce wellbeing,



digital health innovations, clinical interventions, hospital management strategies, health system advancements, and innovative digital technologies such as Artificial Intelligence (AI)-driven solutions and Virtual Reality (VR) applications. Clinical, academic, and scientific partners, with the support of ECHA, will lead efforts to maximise the reach and impact of these outputs. The project fully embraces open science principles, ensuring open access to scientific publications with a strong emphasis on publishing peer-reviewed articles in open-access journals, prioritising gold open access.

To align with the project's anticipated impact, KEEPCARING will target a variety of journals across several key fields of focus:

- **Medical Research:** High-impact journals addressing broad medical topics and innovative clinical research.
- **Psychology:** Journals specialising in occupational health, clinical psychology, and health psychology.
- **Nursing:** Publications centred on clinical nursing practices and advancements in the field.
- **Medical Education:** Journals focusing on innovations and developments in medical education.

To ensure an organised and effective dissemination process, the **KEEPCARING Publication Policy** is being developed by the Project Coordinator in collaboration with project partners. This policy will provide a clear and consistent framework for managing scientific publications throughout the project's lifecycle, ensuring transparency and alignment with the provisions outlined in Annex 5 of the project's Grant Agreement and Consortium Agreement.

## 2.9. Traditional media coverage

Whenever possible, traditional channels such as press, radio and television will be used for transmitting the findings, goals, scope and milestones of the project to a wide audience, and to research and industrial targets through specialised media. In the case of digital press, the content design will be aligned to the web and social media presence and targeted keywords and messages to attain more impact will be used. National efforts to reach out and get visibility on traditional media as well as identify national communication ambassadors are responsibilities of each partner with the support and supervision of ECHA, in its role of C&D Manager. To streamline this process, a series of **press releases, at least one per year**, will be



created throughout the project's duration, highlighting key achievements in a compelling and media-friendly format. These press releases will be translated into national languages to ensure they resonate with local audiences and are accessible to a broader range of stakeholders. Partners will work collaboratively to distribute the press releases, leveraging their networks and relationships to enhance visibility and engagement across various countries.

## 2.10. Featuring KEEP CARING through Horizon Europe C&D tools

The project will aim at fully making use and benefitting of the Horizon Europe dissemination tools and the tools provided by HaDEA, to maximise its dissemination reach, fostering its exploitation and sustainability potential. Preliminarily, the tools identified are:

- [CORDIS](#): CORDIS is a vital source of information about EU-funded research and innovation. It provides access to detailed descriptions and key results of more than 150 000 projects which have the potential to change the world and our lives for the better. The project is already presented through [CORDIS](#).
- [Horizon Results Platform](#): Matchmaking platform for EU-funded beneficiaries to showcase their research results and maximise their chances of being discovered by the right audiences for exploitation purposes.
- [Horizon Results Booster](#): Free services for R&I Framework Programme beneficiaries to enhance their dissemination and exploitation activities and maximise the impact of EU funded research results.
- [Success stories](#): A database of projects and success stories of EU-funded Research and Innovation. Explore them by country, theme, framework programme and more.
- [Open Research Europe](#): An open access publishing venue for European Commission-funded researchers across all disciplines, with no author fees.
- [Horizon Europe Magazine](#): Horizon disseminates the latest news and features about thought-provoking science and innovative research projects funded by the EU, with articles written by science journalists, designed to appeal to both scientists and non-scientists alike.

The Project Coordinator, in collaboration with ECHA as the WP6 Leader, will evaluate and jointly determine which achievements to share with the European Union services.



### 3. Progress and impact monitoring

**Communication and Dissemination** activities' impact will be monitored on a biyearly basis, using a dedicated tool for monitoring and reporting of activities provided to all partners in the format of a spreadsheet. The impact of these activities will be assessed towards the set KPIs as outlined in the KEEP CARING D6 – DC&SE strategy.

### 4. Preliminary Exploitation plan

Exploitation is defined as “*the use of results in further research and innovation activities, including among other things, commercial exploitation such as developing, creating, manufacturing and marketing a product or process, creating and providing a service, or in standardisation and policy making activities*”<sup>1</sup>.

The KEEP CARING project will deliver a comprehensive suite of innovative, evidence-based solutions designed to enhance the wellbeing and resilience of health and care professionals in hospital settings and over. This exploitation plan outlines how the project's outputs will be utilised, disseminated, and sustained to maximise their impact across various stakeholder groups.

The project will produce:

#### 1. **Personalised wellbeing tools and interventions:**

- Tailored solutions for healthcare professionals and students transitioning into the workplace to support their mental health and foster resilience.
- Practical and ethical tools to encourage self-help, team collaboration, and safe help-seeking behaviours in high-stress environments.

#### 2. **Organisational resources for managers and employers:**

- Guidance for hospital managers on embedding wellbeing as a fundamental organizational value.
- Frameworks for identifying and mitigating risks to staff mental health, promoting an inclusive culture, and addressing stigma.

---

<sup>1</sup> European Commission: European Research Executive Agency, *Communication, dissemination & exploitation what is the difference and why they all matter*, Publications Office of the European Union, 2023, <https://data.europa.eu/doi/10.2848/289075>.



### 3. Policy and cost-effectiveness insights:

- Data and evidence on the economic and social impact of interventions for reducing stressors and improving resilience.
- Recommendations that comply with ethical, legal, and regulatory standards, enabling informed decision-making for policymakers and funders.

### 4. Knowledge sharing and capacity building outputs:

- Workshops, symposia, and an international conference to disseminate findings and solutions to diverse audiences.
- Co-creation sessions with stakeholders to refine interventions, ensuring their relevance and effectiveness in real-world applications.

These outputs will collectively form a toolkit to improve the wellbeing of healthcare professionals, enhance organizational resilience, and guide policymaking. This plan ensures the sustained use and broad adoption of KEEP CARING's innovations, contributing to a healthier and more resilient healthcare workforce.

#### 4.1. Innovation management and Intellectual Property

The KEEP CARING consortium is committed to the tangible application of research results through scientific, economic, and societal exploitation. Intellectual Property (IP) management will be conducted in accordance with the project's Consortium Agreement and, at a later stage, the Joint Ownership Agreement. These agreements address key aspects such as the management, transfer, and protection of foreground ownership, as well as the definition of access rules for both background and foreground IP.

All IP management activities will align with the provisions outlined in Annex 5 of the project's GA. A central **Innovation Manager** will be appointed from AUMCs Innovation Exchange Amsterdam (IXA). IXA has a professional team dedicated to the protection and development of intellectual property. Their services include handling confidentiality agreements (CDA), assessment of inventions for patenting, management of intellectual property, negotiating collaborative research and licensing contracts with industry. In continuous consultation with the consortium and the Advisory Board, the innovation manager will pick up on project outputs that can be exploited by e.g., commercial developers, educators, hospital managers, policy makers or researchers.



The [Horizon Results Booster service](#) will be used to maximising the impact of the KEEPCARING research, deployment of results and value creation.

IP generated from KEEPCARING is expected to be in the form of knowledge, guidance, and validated interventions to reduce stress and improve resilience and wellbeing. New knowledge (foreground IP) generated during the project, along with existing knowledge (background IP) required for the execution of the project will be recorded in a **list of Key Exploitable Results (KER)**. A preliminary list of KERs is presented in the following section.



#### 4.2. Preliminary Key Exploitable Results

At this initial stage of the project, several key results emerging from the various KEEPCARING activity lines have been identified. The table below presents a preliminary list of these KERs, which will be systematically evaluated and updated throughout the project's progression. This process will consider evolving project achievements, stakeholder feedback, and the impact generated by dissemination, communication, and exploitation activities to ensure the results remain relevant and aligned with the project's overarching objectives.

*Table 3. Preliminary KERs list*

WP	Key Exploitable Result	Description
2	<b>Stress and Resilience in Health Care (SRHC) framework</b>	The Stress and Resilience in Health Care (SRHC) framework aims to offers an evidence-based, intervention-focused model to understand the bio-psycho-social mechanisms behind stress and adaptability among healthcare professionals. Using a mixed-method triangulation approach, it combines qualitative, psychometric, and psychophysiological data to identify key stress-related factors. Developed and validated through correlational and observational studies, the framework integrates findings into a versatile model applicable across healthcare settings.
3	<b>Virtual Reality Solutions</b>	KEEPCARING investigates the potential of Virtual Reality (VR) as a tool to alleviate stress and prevent burnout among healthcare professionals. Through the development of immersive, personalised VR environments integrated with biofeedback, the project seeks to determine optimal stress-relief parameters and evaluate the cost-effectiveness of VR interventions in hospital settings. It will also explore the differential benefits of VR across various groups, while



		addressing ethical, equitable, and privacy considerations to ensure its responsible implementation in healthcare contexts.
4	<b>Decision support guidelines</b>	KEEPCARING will develop practical guidelines to improve job design in healthcare settings through innovative, team-based approaches such as job crafting and playful work design. By combining qualitative and quantitative research, these guidelines will explore how healthcare professionals collaboratively balance job demands and resources within teams and how these interactions influence their well-being, engagement, and performance. The resulting guidelines will provide hospital managers and supervisors with decision-making tools, proactive strategies to mitigate burnout, and actionable insights to drive organisational change.
5	<b>Co-design framework</b>	The co-design framework for the KEEPCARING Change Management Platform (CMP) is a tool designed to address the specific needs of hospital managers and healthcare professionals. It will guide the collaborative design process by defining the data and information needed to identify user requirements and evaluate platform functionalities. By involving healthcare stakeholders and professional associations, the framework ensures the platform remains relevant and practical. It also supports ongoing improvement through user feedback, addressing unmet needs, and enhancing features. Beyond KEEPCARING, this framework could offer a replicable model for creating adaptable, user-focused solutions in healthcare and other sectors.
5	<b>Data-driven transformation portal</b>	The KEEPCARING portal, co-designed with end-users, serves as a centralised, interactive platform and knowledge hub, providing evidence-based tools, insights, and resources to reduce stress and strengthen resilience among



		healthcare professionals while promoting healthier and more sustainable work environments. At its core, the portal features the KEEPCARING Change Management Platform, powered by AI-based prediction and decision-support models. It also incorporates research findings and practical solutions developed throughout the project, offering educational resources to improve self-awareness and coping strategies. Additionally, it provides hospital managers with practical guidelines to support team-based approaches, proactive interventions, and job redesign strategies, helping to optimise workplace conditions.
5	<b>AI models (Prediction model for individual and team interventions)</b>	KEEPCARING aims to introduce two AI-based prediction and decision-support models designed to mitigate stress and foster resilience in healthcare environments. One model will be tailored for organisations, enabling them to identify workplace stressors and protective factors, while the other supports individuals without the need for personal data. Employing advanced machine learning and deep learning techniques, these models predict resilience levels and offer interpretable insights to guide leadership strategies. Ensuring fairness, robustness, and scientific integrity, the models will incorporate explainability measures and bias evaluation. Additionally, they will serve as simulation tools to forecast the potential impacts of various leadership decisions, enhancing strategic planning and workplace wellbeing.
5	<b>KEEPCARING Change Management Platform developed in 4 languages</b>	<ul style="list-style-type: none"> <li>The Change Management Platform (CMP), embedded in the KEEPCARING portal, will be based on two strictly separated AI-models and tailored to the needs of two different audiences: <b>For Individuals:</b> The CMP predicts the most acceptable and feasible interventions based on personal characteristics, context, and stress-related factors. It incorporates feedback loops to refine</li> </ul>



		<p>recommendations and prioritize cost-effective solutions. For instance, a specialist nurse feeling stressed may be advised to use VR for deep relaxation during shifts.</p> <ul style="list-style-type: none"> <li>• <b>For Organisations:</b> The CMP assists hospital managers by predicting staff resilience levels, identifying key stressors, and recommending team or organizational interventions to foster a resilient workplace. Managers receive actionable insights and feedback on the effectiveness of proposed strategies, enabling informed decision-making.</li> </ul> <p>Both platforms aim to leverage continuous learning to adapt to evolving needs and maximise impact</p>
5	<b>E-course</b>	<p>An online psychoeducational course tailored for healthcare professionals in surgical wards to enhance coping abilities and promote well-being will be developed. The course will focus on building self-awareness, helping participants identify strengths, preferences, and situational demands, and improving coping skills through strategies like problem-solving, cognitive reframing, and stress regulation techniques. It will also address risky behaviours and encourage reflective learning using motivational interviewing principles. Freely accessible via the KEEP CARING Change Management Platform, the course aims to foster a more compassionate and supportive work environment while equipping healthcare professionals with practical tools to manage workplace challenges effectively.</p>
7	<b>Ethics framework</b>	<p>An ethic framework will be developed to address the ethical and legal dimensions of stress and digital interventions in healthcare settings. By engaging consortium participants and stakeholders, the framework will integrate applied philosophical</p>



		ethics and legal analysis while emphasising equity. It will examine how stress and digital solutions impact diverse groups, considering factors like gender, economic status, race, disability, and employment. Running throughout the project, the framework will ensure continuous monitoring of ethical implications and equity impacts, particularly for vulnerable groups, adapting to evolving participant experiences and project developments.
All	<b>Action-oriented recommendations</b>	A comprehensive set of evidence-based recommendations will be developed to provide policymakers and funders with practical strategies to address the systemic challenges of stress and burnout in healthcare systems. The recommendations will integrate cost-benefit analyses, implementation guides, and adaptable frameworks tailored to diverse healthcare environments. Unlike fragmented or short-term solutions, KEEP CARING's recommendations will consider cost-effectiveness, scalability, and ethical principles, offering robust and sustainable strategies to enhance workforce wellbeing.



### 4.3. Route to exploitation

The exploitation plan for KEEPCARING will be carefully developed and updated regularly to ensure the maximum utilisation and impact of the project’s outcomes by key stakeholders. Structured into four distinct phases, each lasting 12 months, the plan provides a clear framework for guiding exploitation activities throughout the project’s lifecycle.

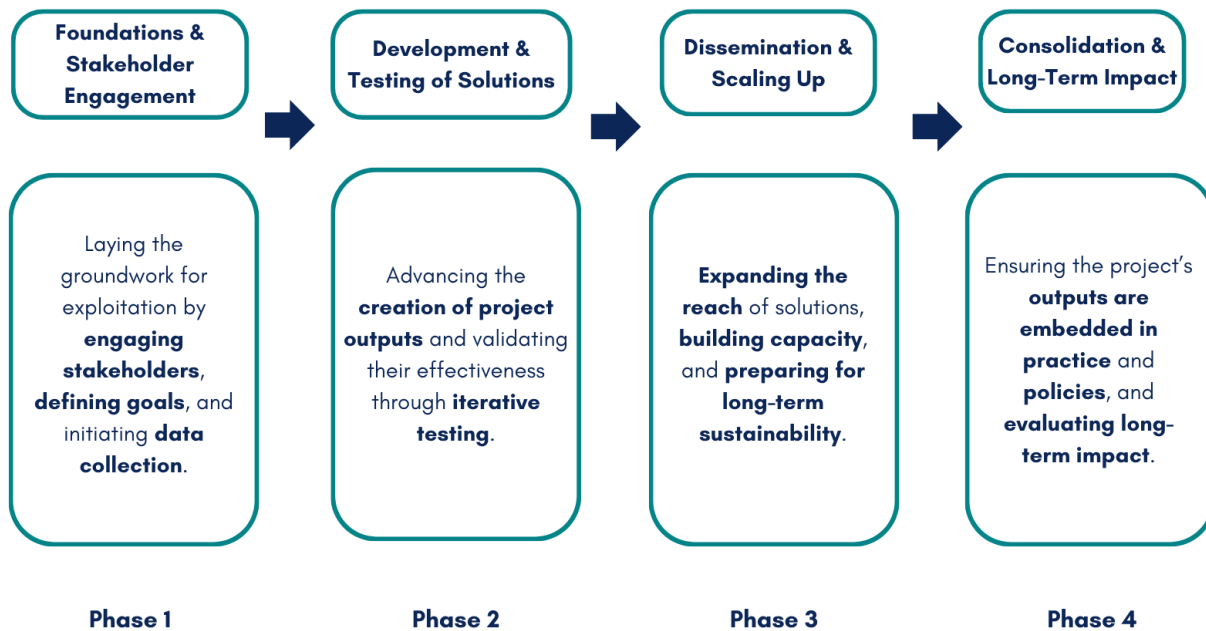


Figure 4.: KEEPCARING Exploitation timeline

Exploitation focus groups will be strategically organised by ECHA under the direction of the project coordinator and the Exploitation and Innovation Advisor (IXA). These virtual sessions will coincide with three key project milestones (MS) and involve all partners, providing a collaborative platform to discuss, refine, and reach consensus on the exploitation strategies for the project:

- MS3: Impact and dissemination check 1 (M12)
- MS6: Impact and dissemination check 2 (M24)
- MS9: Impact and dissemination check 3 (M46)



During the third and fourth exploitation phases, the project's Advisory Board, comprising a high-level group of external experts with complementary profiles and extensive expertise in key areas, will be consulted to provide valuable input. Their objective advice and guidance will serve as essential cornerstones for identifying opportunities and addressing challenges faced by the project. Within KEEP CARING's open innovation framework, the Advisory Board's involvement will play a pivotal role in ensuring that the project's results are effectively exploited and achieve a meaningful impact on the target audience.

KEEP CARING embraces an open science approach, prioritising the dissemination of its KERs to ensure they are openly accessible and beneficial to a broad range of external stakeholders, including policymakers, payors, healthcare professionals and managers, students in the healthcare field, researchers, and the general public. This commitment fosters wide-reaching societal and scientific impact by enabling stakeholders to adopt, adapt, and implement KEEP CARING's validated solutions, data, and methodologies.

While the project's primary focus is non-commercial exploitation, certain KERs may present opportunities for limited commercialisation to sustain their broader implementation. For example, licensing knowledge, consulting services, and developing targeted reports or publications could provide sustainable pathways for external engagement. Similarly, the prediction model could be leveraged through licensing, integration into external software, or consultancy. Any such activities would be designed to align with the project's open-access principles, ensuring that while commercial exploitation supports broader dissemination and sustainability, the results remain equitably and ethically accessible to the intended beneficiaries.



## 5. Next steps

Based on the present plan, ECHA will coordinate with all partners towards raising project awareness and effectively engaging stakeholders during Year 1 of the project. Progress and Impact achieved through WP6 activities will be assessed at the end of Year 1 (MS3 - Impact and dissemination check 1). Based on the finding of these assessment, the DEC plan will be updated, incorporating any corrective actions possibly required towards enhancing the reach and the exploitation potential of the project.

## 6. Conclusions

The KEEPCARING Dissemination, Exploitation, and Communication (DEC) plan serves as a cornerstone for ensuring the project's outcomes achieve widespread adoption and long-term impact. By aligning with the Dissemination, Communication, and Stakeholder Engagement (DC&SE) Strategy outlined in KEEPCARING deliverable D6, the DEC plan leverages an exploitation-driven approach to integrate activities across all work packages, fostering collaboration, co-creation, and institutional commitment.

Through its structured framework, the DEC plan provides detailed guidance on actions, tools, and channels for effective dissemination and communication. The preliminary exploitation plan offers a pathway for maximising the utilisation of project results, while the progress and impact monitoring mechanisms ensure continuous evaluation and refinement. The inclusion of clearly defined milestones at M12, M24, and M46 highlights the project's commitment to transparency and accountability in achieving its dissemination and exploitation objectives.

As a dynamic, evolving document, the DEC plan embodies the flexibility needed to adapt to shifting priorities, emerging challenges, and new opportunities throughout the project's lifecycle. This approach ensures that KEEPCARING remains responsive to the complex realities faced by health and care professionals, enabling the delivery of solutions that are not only practical and sustainable but also tailored to the diverse needs of its target audiences. By fostering a culture of innovation and continuous improvement, the plan supports the development and implementation of strategies that promote professional fulfilment, improve workplace environments, and address systemic issues that contribute to stress and workforce challenges. This adaptability is key to driving meaningful, lasting change in healthcare systems across Europe.

 KEEP CARING

**Funded by  
the European Union**

Funded by the European Union. Views and opinions expressed are however those of the author(s) only and do not necessarily reflect those of the European Union or HADEA. Neither the European Union nor the granting authority can be held responsible for them.