SHIFT-HUB

D3.3

SHIFT-HUB PLANNING OF WORKSHOPS

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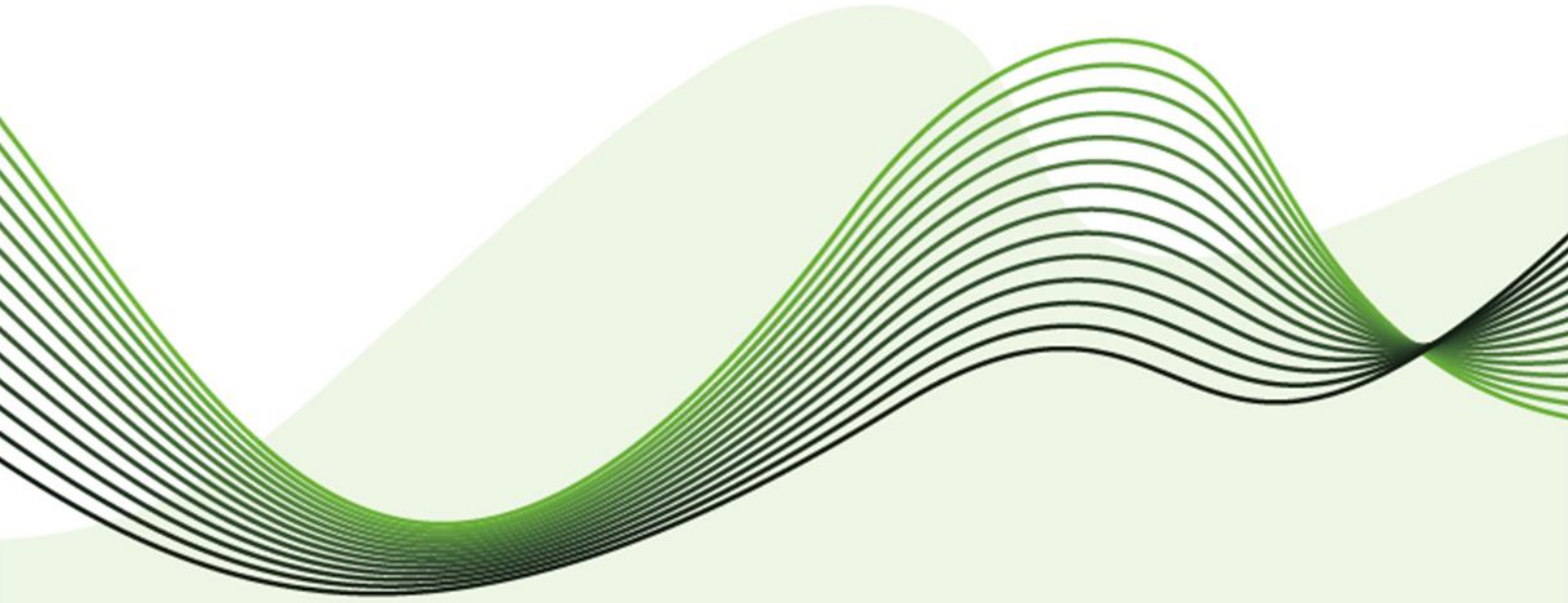

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Abstract

The present document outlines the methodology, necessary steps, tools, and guidelines for the setup and implementation of workshops and events falling under WP3 of SHIFT-HUB. This deliverable aims to offer concrete recommendations and a shared approach to the partnership, particularly to the organizing partners responsible for conducting these workshops as part of the SHIFT-HUB Service Offers. The workshops are designed to engage local stakeholders within the Digital Health ecosystem, facilitating the development and adoption of Smart Health solutions.

Keywords

Methodology, guidelines, planning, workshops, Smart Health solutions, transnational approach, Digital Health ecosystem stakeholders, implementation, coordination, uptake, monitoring.

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Abbreviations and Acronyms

Abbreviation, Acronym	Description
OI	Open Innovation
KPIs	Key Performance Indicators
LLs	Living Labs
RPGs	Role-playing games
ENoLL	European Network of Living Labs
GA	Grant Agreement
SMEs	Small and Medium-sized Enterprises

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1. Introduction

The present document contains the methodology - including the necessary steps, tools and guidelines – as well as the planning for the set up and implementation of the workshops and events under WP3 of SHIFT-HUB.

This deliverable aims to provide concrete recommendations and a shared approach to the partnership and mainly the partners that will organize these workshops - as a part of the SHIFT-HUB Service Offer - to their local Digital Health ecosystem stakeholders within the project framework, in order to facilitate development and up taking of Smart Health solutions.

Main objectives of this deliverable can be listed as follows:

- **To introduce the logical framework** of SHIFT-HUB Service Offer (which is currently under development – to be finalized Sep23) and its interconnections with other WPs in a systemic view.
- **To introduce the main concept**, the objectives and the expected outcomes of each workshop type.
- **To provide detailed guidelines** to the organizing partners for the preparation for each workshop type and provision at a local level; (detailed guidelines, tools and methodologies).
- **To provide the HUBS with the necessary reporting requirements** preparation for each workshop type, both as a deliverable to the WP3 and as a measure to monitor the KPIs achieved at a project level.
- To enable the efficient implementation and coordination of the service.
- To ensure a common transnational approach.

SHIFT-HUB Service Offer design principles

A working team consisting of UKOLN, KiNNO, UPORTO & Booster Labs members has put considerable efforts to jointly decode the synergies amongst Tasks 5.1 'Market and stakeholder needs analysis' (Leader: UKOLN) and WP3 (Leader: KINNO) and all its encompassing Tasks, resulting in the first version of the working paper: *Lean schemas for service offer formats in innovation ecosystems.*

This initiative set the basis for the conceptualization of the Service Offer, which will be related to 'basic' reference cases:

1. **Supply-side driven innovation**: from the researcher and scientist to the market.
2. **Demand-driven innovation**: from the patients and customers back to the researcher.

However, as will be evident from our work, the Service Offer format shall also allow several other hybrid forms (advanced/ad-hoc) of Service Offers to get realized and instantiated.

Based on the aforementioned work, the SHIFT-HUB Service Offer methodology (which is currently under development – to be finalized Sep23) is expected to follow **three major key phases**:

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A. **Engage** with a Critical Mass of stakeholders (and their needs) and digital health providers, solutions etc.
B. **Prepare** and support technology providers for co-creation and OI as well as scaling up and investment through offering Support & Connect services.
C. **Offer** Value-added services to Facilitate development and uptaking of Smart Health solutions.

In close collaboration with UKOLN, the working team has initiated the design of this approach considering, the interrelations between WP3 and WP5 activities (See Schema below)

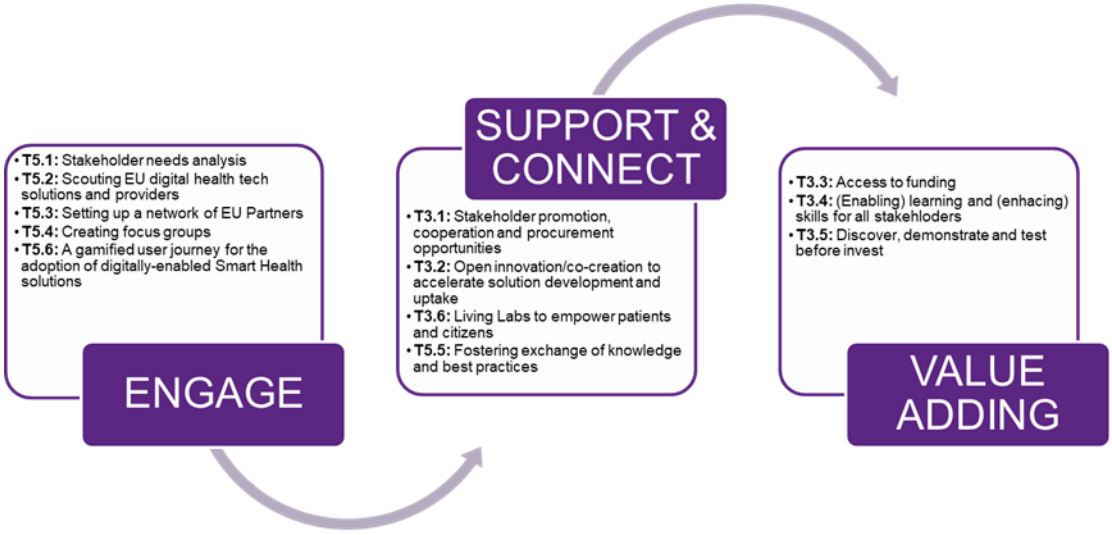

Figure 1: Interrelations between WP3 & WP5 activities

The majority of WP5 components are a starting point/act as enablers for the first step of "Engage" since they are designed to establish a critical mass of stakeholders that will be the target pool for "Support & Connect" and "Value Adding Services". Nevertheless, "Support & Connect" and "Value Adding Services" are also expected to feed-in the "Engage" activities with new stakeholders and contribute not only to the enlargement of SHIFT-HUB Community but also to the sustainability of SHIFT-HUB Services approach.

Moreover, SHIFT-HUB platform, a technical platform pilot including a Health Data Hub, a Smart Health Apps Repository, and an on-line Marketplace to support the experimental development based on a secure and interoperable access to data and showcase a portfolio of solutions developed by the community members will enable the Support & Connect and Value Adding Services.

Proposed timeframe for workshops, considering key inputs/enablers (WP5) & SHIFT-HUB platform (platform/WP4)

Taking into consideration the aforementioned linkages with other WPs and critical activities, which – according to the project timeplan – will be delivered by M13, **the proposed – however not restricting - timeframe** for the three different types of workshops, namely the

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- **Open Innovation Workshops (T3.2)**, aiming at allowing technology providers (and in particular technology-oriented SMEs and start-ups), healthcare practitioners and other stakeholders to address together major challenges of the Healthcare industry and co-designing/co-developing solutions answering the current sectoral challenges, to be further correlated with public funding opportunities (T3.3) to allow their implementation.
- **Demo Days (T3.5),** aiming at showcasing the solutions developed by the members of the SHIFT-HUB community to healthcare organizations, practitioners, as well as patients and citizens.
- **Immersive Events (LLs) and Serious Games (T3.6)**, aiming at creating an interactive process that will allow citizens and patients to discover emerging Smart Health solutions and provide feedback to the developers that will accelerate adoption.

is presented below.

Moreover, changes in the proposed time plan may occur once the SHIFT-HUB Service Offer is finalized in M9*.

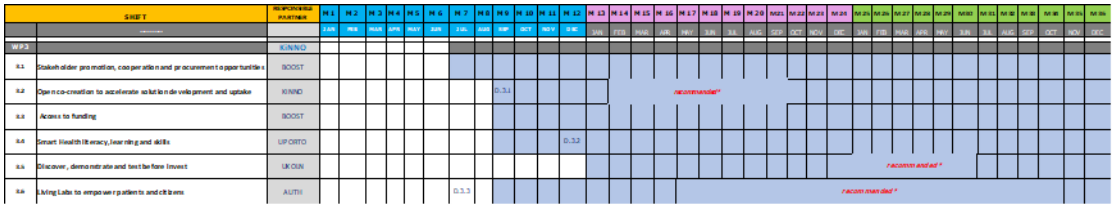

Figure 2: Proposed timeframe (See Annex)

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2. Open Innovation Workshops

2.1 General Concept

Today, science and technology are progressing at a fast pace with the knowledge economy growing at a constant rate. Knowledge is increasingly complex and widely distributed, so it becomes more and more difficult for one company to innovate by itself. This creates a very challenging reality for technology providers, especially Small and Medium-sized Enterprises (SMEs) and start-ups which should tackle the shortage of time, resources and expertise to find new ways to connect to other parties, source knowledge and generate value out of it. There is a growing need to establish effective overarching architectures that "connect these seemingly disparate activities together" (Chesbrough, 2011), so as to make it easier for SMEs and start-ups to link-up to other sources of knowledge and expertise, generate more jobs and enhance creativity. Chesbrough (2003) introduced the notion of Open Innovation (OI), placing "external ideas and external paths to market on the same level of importance as that reserved for internal ideas and paths". More recently, this was revised to:

"open innovation as a distributed innovation process based on purposively managed knowledge flows across organizational boundaries, using pecuniary and non-pecuniary mechanisms in line with the business model" (Chesbrough & Bogers, 2014).

Firstly, open innovation for SMEs and start-ups is meaningful only when it is thoroughly connected to the innovation activities taking place within the organization. Innovation in most of the SMEs and start-ups takes place in ad hoc projects. Secondly, the term SMEs covers an extended variety of companies, not only in terms of size and lifecycle stage, technological intensity and wider economic context. However, OI also takes place in a variety of other modes such as the private-public innovation partnerships where multinational enterprises, RTOs, regional (or national) governments come together to support OI for SMEs (Tsekouras & Kompis, 2014). Moreover, novel modes of OI are emerging using the potential of ICT (Galbraith & McAdam, 2013) and various kinds of innovation intermediaries (Galbraith & McAdam, 2011).

Although there is significant evidence proving the value of open innovation for technology providers, especially SMEs (Spithoven et al., 2012, West et al., 2014) and start-ups, there are still significant challenges to be tackled with regards to the diffusion, management and support of open innovation in SMEs.

SMEs rarely have a dedicated innovation unit (Thorpe et al., 2015). SMEs identify business opportunities and set-up a project to develop innovation. As the innovation project progresses, they adapt their organisational set-up accordingly. A critical requirement for an innovation project is to cover the full journey from the identification of a new opportunity (or the generation of a new idea) to the commercial exploitation and the capture of value, passing all the hurdles in-between such as the selection of the ideas to pursue for development and the actual development (Bessant & Tidd, 2007). However, SMEs need more specific guidance to be able to deal with all the emerged hurdles in the process of the development of an innovative project.

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2.2 Objectives

The main objective of these Open Innovation Workshops in the framework of SHIFT-HUB is to explore in-depth the needs of the Healthcare practitioners and their patients, discover the solutions offered by the providers, generate ideas, and to support the emergence of cross-sectoral collaborative research, development and innovation/technology transfer projects.

This objective can be efficiently addressed by two interconnected aims:

- to enable the co-creation of innovative ideas through brainstorming, generation of project leads and the elaboration of roadmaps for the implementation of new Smart Health solutions;
- to empower the management by a technology provider (an SME/startup) of an open innovation project, which combines internal innovation activities (the SMEs innovation project) with the external innovation activities (the Open Innovation project) in various kinds of open innovation initiatives. The two components of OI work hand-in-hand to offer integrated support to an SME which engages (or aspires to engage) in OI.

Open Innovation Workshops are actually a mix of Data collection and analysis and an event (virtual or physical) that enables brokerage services delivery to the key stakeholders targeted, namely:

- technology providers (and, in particular, technology-oriented SMEs and start-ups),
- healthcare practitioners, and
- other supportive partners/stakeholders (RTOs and other DIHs, technology parks, industry associations, regional innovation agencies ...).

How can the participants (stakeholders targeted and involved) benefit from their participation in the Open Innovation Workshop?

The successful organization of the workshop will help the technology providers (SMEs, start-ups) to scale-up/roll-out their technology/product/innovation/service through open innovation, exploiting internal and external expertise and knowledge and the collaboration opportunities that can arise from their participation in the WS and SHIFT-HUB community.

More specifically, the technology providers will receive the following benefits and impact:

- Support in decision making and action planning regarding open innovation through in-depth exploration of the actual/current needs of the Healthcare practitioners and their patients.
- Open Innovation brokerage services addressing both the internal innovation activities within the technology provider organization and the external innovation ones (healthcare practitioners, patients, other supportive stakeholders).
- Identify and reach out to potential external partners which can help them in their OI process.
- Increased awareness on existing open innovation tools to tap into external knowledge for innovation in a flexible way.

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- Access to good practices and success stories of 'Open Innovation pathways' for achieving success.
- Hints, practical recommendations and follow up services if selected to participate in T.3.3 Access to funding.

IMPACT	
Impact on Resources	**Impact on Business**
• New patents • Increased reputation/enhanced branding • New capabilities • New collaborations • New technology (access or acquisition) • New licensing (inwards/outwards) • Tech Transfer opportunities	• Turnover/Profit Increase • Market share Increase • Enter a new market (sector, geographic area etc.) • Cost optimization • New investment • New business line • New business model • Increase company life

Table 1: Impact of Open Innovation Workshops

2.3 Expected Outcomes

Designed in the framework of SHIFT-HUB, OI workshops will reach the following KPIs:

- **KPI 2.3a**: 9 Open Innovation Workshops.
- **KPI 2.3b**: 225 participants to OI WS (9 Workshops x 25 participants).
- **KPI 2.4a**: 45 Project Ideas generated through Open Innovation Workshops (9 Workshops x 5 Project Ideas).

This process is expected to lead to the selection of the most promising project ideas generated through Open Innovation Workshops to be supported and further correlated with public funding opportunities to enable their further development and facilitate their open innovation journey towards commercialization and uptake (KPI 2.4a: 18 Project Ideas generated in 3.2 WS applying for public funding). The goal is to have 2 project ideas per workshop applying for public funding in the scope of T3.3, so 18 project ideas in total.

2.4 Roles & Responsibilities

KiNNO, acting as leader of the related task (T3.2), has the following responsibilities:

- Design the methodology for the implementation of the WS.
- Support the organizing partners in adapting the design and implementation of WS with guidelines, tools, methodologies and suggestions.

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- Follow-up and monitor the activity of the organizing partners to reach the objectives.
- Consolidate the activity reports in a single document.

S2i, KiNNO, EDSMA, AUTH, BOOSTER LABS, BEIA, UPORTO, IPPOCRATES, UKOLN, COPAC acting as the organizing partners have the following responsibilities:

- Select the targeted stakeholders.
- Set up the format of the WS, organize the WS with at least 25 participants.
- Actively engage in relevant current sectoral challenges identification and targeting, matchmaking, facilitation of ideas co-creation processes and selection of the (at least) 5 promising project ideas out of the WS.
- Ensure the continuity and delivery of the brokerage services for the selected participants with the most promising ideas and further correlation with public funding opportunities (9 Workshops x 2 Project Ideas) (T3.3) to allow their implementation.
- Follow-up, monitor and report the activity, both regarding Open Innovation Workshop organization, as well as the KPIs reach.

2.5 Guidelines for the preparation of Workshop

Overall Organisation

The Open Innovation Workshop Demonstration Event is proposed to last from half to one full day.

This event (onsite, virtual, hybrid) can be organized on a local, national or EU-wide level by the organizing partner. The organizing partner will act as the facilitator and will inform the attendees through presentations about the SHIFT-HUB Service Offer.

Feedbacks and needs collection should be an integral part of the event in order to optimize the current or future SHIFT HUB activities and Service Offer.

Here are the steps to be followed to guarantee a smooth organisation process:

- Determine the number of participants in the event, considering the anticipated impact of the and the available budget. The suggestion is to have a maximum of 30 participants.
- Send invitation to participants: Invite all the selected stakeholders identified by sending an invitation email accompanied with the Agenda of the event.
- Prepare the meeting agenda, format, potential breakout rooms.
- Define moderators, facilitators, rapporteurs (speakers): The speakers selected should have good communication skills, great knowledge about SHIFT-HUB and/or they should be experts in the topic they will present. Suggestions include the organizing partner who will present the overview of the HUB, members of SHIFT-HUB community that will facilitate the discussion about the sector, challenges and opportunities from their perspective and their role in this business environment, as well as other keynote experts in the field of Smart Health.

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- Selection of a venue: The organizing partner will select a venue that is suitable in terms of accessibility, facilities (laptop, projector, microphones etc.), space, catering etc.
- Prepare presentations: The presentations should be prepared by the organizing partner and by the invited speakers according to the agenda. The presentations should be developed in English and use the SHIFT HUB visual identity. The working language of the event is suggested to be English if there an EU-wide scope is selected or in national language if local/national scope is selected.
- Prepare a registration list: This list will be used to document the participation of the stakeholders in the WS. Since the Open Innovation Workshops, as any type of event, involves the transfer of attendees' personal information, from event registration to event realization and follow up activities, the organizing partner must implement an appropriate consent acknowledgement process.
- Minutes of meeting and documentation: During the event the rapporteur will be responsible to keep notes that will be used in the order to prepare the minutes of meeting and will ensure to take photos that will assist in the dissemination of the event.
- Event dissemination: The organizing partner will disseminate the event through the website, blogs, social media, direct emails and other media (i.e., press releases). The organizing partner shall be supported by SHIFT HUB communication Team.
- Dissemination of communication material: The organizing partner will be responsible for printing the project's communication material (poster, flyer etc.) and SHIFT-HUB flyer that will be utilized for the optimum promotion of the project during the event.
- Select at least 5 promising project ideas to further support.
- Briefing of the Task coordinator: Inform KiNNO (task lead) about the proceedings of the Event.

Recommendations to hold a successful Workshop.

- Try to make participants feel invited and comfortable.
- Keep the discussion ongoing and guarantee that all agenda points are covered.
- Control the time allotted to each topic and speakers and to the entire discussion.
- Seek feedback from all the individuals participating in the WS and ensure that the discussion stays focused.
- Encourage discussion among the participants to collect needs and expectations that the participants have.
- Understand participants' expectations and constraints and seek ways to cover them.
- Gain the confidence and trust of the participants.
- Follow-up activities:
    - Collect all relevant documents (Agenda, presentations, photos, signed list of participants-Registration sheet, notes etc.).
    - Prepare a post-Workshop article and disseminate it through your website and SHIFT HUB communication & dissemination means.
    - Prepare the Minutes Report (proceedings) of the Workshop (including: overview of the actions implemented for organizing the event, date, time, place, participants, main topics discussed, photos, speakers, signed list of participants, presentations, agenda, dissemination activities and activities implemented).
    - Select at least 2 promising project ideas to proceed to T.3.3 Access to funding support in close collaboration with task leader (BOOSTER LABS) and WP3 Leader (KiNNO).

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- Send "thank you" emails to all the participants of the Workshop.

2.6 Tools and Methodologies

INSPIRE – Open Innovation Workshop - Key factors that can be examined

The figure below displays the structure of Open Innovation projects and the specific areas that a supportive workshop and hands-on approach can examine.

A typical innovation project within a technology provider (SME, start-up), starts with the strategic scoping (i.e., analysis of challenges and scoping opportunities space), goes one with detecting the market gaps, developing the product concept, identifying the internal and external positioning, setting-up production and supplies and concludes with the development of the routes to the market.

Figure 3: A typical open innovation project

The key factors that the facilitators of the Open Innovation workshops can examine are the following:

a) Strategic challenges & scoping: Draw the boundaries of strategic opportunities based on existing strengths & weaknesses.

b) Detect Market Gaps: Segment the targeted market & understand the kind of market gap in each segment.

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c) The Offering concept: Develop the main offering concept, including the design, the customer perceptions, any technical issues and the value proposition.

d) Internal positioning: Relate the new offering to the existing offerings of the company.

e) External positioning: Identify the competitive position of the new offering, define the value capture mechanism.

f) Production & Suppliers: Design and establish the production process and its supply chains and any other operations.

g) Routes to market: Define the branding & sales strategy and decide the required market alliances.

h) Open innovation space: Relate the internal innovation activities (the aspects of a typical innovation project) with the external innovation activities.

The Open Innovation Workshop can address part(s) or the full cycle of managing open innovation in a collaborative process: from the analysis of its strategic challenges and the strategic scoping of business opportunities to concept development and its competitive analysis to commercialization and follow-up work combining internal and external innovation activities.

INSPIRE Open Innovation Methodology

In the framework of INSPIRE project, a concrete methodology with a comprehensive list of Innovation Management/Open Innovation Management Tools have been developed and are ready-to-use, helping the stakeholders to articulate a clear Open Innovation project in terms of goals/activities/partner role, including a visual presentation which maps out a collaborative innovation programme.

INSPIRE Methodology and tools are included in this section to get the organizing partners equipped to familiarize with the 6 innovation pathways/stages & be able to facilitate discussions and guide technology providers to relevant resources, partners, funding opportunities and tools.

Phase	Stage	Description
Exploration	Explore Opportunity	– How to explore a new business idea – How to commercialize a technology/research results/IP – How to understand the possible applications of my innovation – How to understand if there is a market for my business idea – How to establish a new business model/business line
	Define Concept	– How to select the right application for my innovation – How to identify the competences I'm missing for designing/developing a new product/service – How to interact with potential customers to understand their needs in depth – How to co-create with potential customers
Development	Validate Concept	– How to make my product compliant with regulations/standards – How to test a new product/service – How to try out my new product/service with potential customers – How to understand the market my product/service targets How to create awareness for my product/service
	Introduce to Market	– How to introduce alone (internal exploitation) – How to introduce via partners (external exploitation) – How to do a joint exploitation (shared exploitation)
Commercialisation	Scale-Up	– How to spin off, spin out, create/join a new venture – How to find investors – How to scale up my organization (production, sales, after-sales)
	Expand & Diversify	– How to reach a new market – How to expand to international markets

Figure 4: Innovation Pathways

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INSPIRE Open Innovation Canvas

The INSPIRE Canvas is comprised of two pages: the first focuses on the innovation challenges and the second on how to manage the collaborations. The core issues that are resolved using the INSPIRE Framework are: What is the OI challenge? How can the company address this?

It can be downloaded from the INSPIRE online platform homepage: www.inspire-smes.eu

INSPIRE list of Innovation Management/Open Innovation Management Tools

Also, on the platform (www.inspire-smes.eu) there are (free and downloadable) 128 management tools with instructions to allow companies to determine their OI requirements and assess and determine their possible strategies.

Some are proprietary and some are opensource or well known; but being in the one location and presented in convenient categories, the website makes access to these tools extremely convenient.

A preselection of tools that the organizing partner may find useful for the Open Innovation Workshops are:

- Stakeholder Analysis Matrix

  https://inspire-smes.com/details/tool/6978

- Value Chain Generation Partnership Canvas

  https://inspire-smes.com/details/tool/5525

2.7 Reporting

1.1 **Attendance list** (with the necessary info to claim the related KPIs): See ANNEX

1.2. **Event Minutes**: See ANNEX

3. Demo Days

3.1 General concept

Demo days are events where start-up companies are invited to present their products to investors and demonstrate how they work (Cobain, 2023). These demo days are commonly organized within accelerator programs and provide participants with an opportunity to showcase their achievements and seek additional funding (ibid.).

In the start-up world, demo days hold significant importance, as they are often considered the culmination of these accelerators and signify a pivotal point (ibid.). The structure of demo days can vary depending on the host and the desired outreach (ibid.). Some are private events, exclusively accessible to invited guests, while others are open to

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the public, allowing anyone interested to attend. Some events may adopt a combination of both approaches, with investors and partners receiving special treatment and exclusive access to founders and entrepreneurs (ibid.). The specific format of demo days can also differ based on the host's objectives for the event. Nevertheless, they typically involve a brief presentation by each start-up, followed by a short Q&A session to address any inquiries potential investors may have regarding the companies' business plans.

3.2 Objectives

In the framework of SHIFT-HUB, Demo Days are the 'tangible', 'physical' outcome of Task 3.5 related to the discovery, the demonstration and the testing before investments (M13-M36) are planned or programmed to take place. Demo Days are under the responsibility of partner UKOLN and, same as with the Open Innovation Workshops that are led by KiNNO as part of Task 3.2 and the Immersive Events with the support of Living Labs and Serious Games workshops that lie under the responsibility of AUTH in Task 3.6, aim to communicate and share the results of the project with external entities, namely stakeholders of all different types in the different countries and ecosystems, both established and those under formation.

Demo Days, in particular, aim to provide a stage where demonstration activities shall take place. The latter may not only relate to a particular technology or solution; it can also relate to a need or a requirement that will, given the appropriate ecosystem intervention, eventually lead to a solution.

Moreover, for the needs and the scope of the project, there is no limitation or restriction to some 'mature' technology as those are defined with Technology Readiness Level (TRL) 6 for a technology demonstrated in relevant environment, which in our case would be a 'smart health' context, or TRL 7 for a complete system prototype demonstration within an operational Smart Health environment, but could include also earlier stages like e.g. TRL 2 where a technology concept has been articulated or even more mature solutions like TRL 8 of a complete and qualified system or even TRL 9, that needs, though further investments to be deployed in other markets or countries.

All in all, the aim of the Demo Days is to offer a platform that will allow us to showcase solutions and share them with external actors who would, as result of the Demo Days, express an interest to *invest resources* for the further uptake, adoption, validation or deployment of the demonstrators.

3.3 Expected Outcomes

- KPI 2.6 - Number of demo days and participants per session: As per the GA, UKOLN expects to reach at least 20 professional users per demo day (at least 120 in total) and receive 100 requests per year in the on-line environment.

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- It should be noted that the expected investments should not be understood or related to financing only; monetary resources are only one type of resources to be invested on a demonstrated solution or technology. There can be several other types of resources that can be extremely useful, like: time dedicated by experienced actors and stakeholders, access to specific know-how or information, matching with relevant 'customers' of the demonstrator (e.g., KPI 3.4).

It is in this respect that the most important aspect in the overall planning of all different types of workshops within the project, is the establishment of a coherent logical framework with all the necessary interconnections to allow synergies and, most importantly, *ensure a common transnational approach* both for the partners organizing them and for the audience that will take part in them.

3.4 Roles and Responsibilities

The extra difficulty or complexity of the Demo Days in comparison to the other types of workshops relate to the need for better preparation in terms of scouting the technologies or solutions to be demonstrated. These can be either developed by the members of the SHIFT-HUB community in the various ecosystems and 'offered' for investment to a wide range of actors, i.e. not only financiers but also healthcare organizations, practitioners, as well as patients and citizens.

It will be important to 'curate' the legacy of the Demo Days by including all useful information into the project's website by means of including them in 'permanent showrooms' to allow a continuous interaction with the stakeholders from the various ecosystems, but also offer access points to each of the demonstrators after the Demo Days completion.

During the next months, UKOLN will create a basic template for a Demo Day. This will be tested internally with the scope to check aspects of acceptability, usefulness and value offered. Upon completion of these checks, UKOLN will proceed with 'running' the first Demo Day. The feedback and inputs gathered during this first demo day will be analysed and used to refine the concept for the next ones. An appropriate reporting template will also be designed for this purpose.

3.5 Guidelines for the Demo Days format

a) Preparation phase (pre-Demo Day):
   - All demonstrators -i.e., demonstrated technologies, solutions or needs- should have been preselected at least three weeks before the Demo Day
   - Scouting for the demonstrators has already started as partners UPORTO, UKOLN and AUTH have already been shaping their ecosystems. Scouting for further / more / additional demonstrators will continue in the form of a rolling horizon.

b) Execution phase (Demo Day):

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- A decision to opt for an on-site, hybrid or virtual Demo Day has not yet been met. Ideally, we shall opt for an on-site only with the possibility to broadcast the event on YouTube to a wider audience.
- Given the defined KPIs for attendance by a number of *at least* 20 persons, there is no need for wide publicity and attention catching actions for the events. The success criterion is related to optimising the list of participants so that ideally all of them will be interested to take part in the follow-up actions in terms of committing to invest resources.
- The duration of the Demo Day may span between 4 and 6 hours, with the necessary breaks for coffee or lunch and some introductory and wrap-up parts for presenting the project and the Demo Day concept in the beginning, and for providing information for the follow-up activities to happen at the end of the event.
- For the on-site event, equal time slots will be given to each team to carry out their demonstrator. Teams will have the opportunity to shape their time slot according to their own wishes and communication styles, but they shall have to have provided us with all necessary information before. Given the number of the demonstrators, each time slot may not last for more than 30 minutes as a maximum.
- At the end of each time slot there will be a Questions and Answers session, as well as the option for brief one-to-one meetings between interested potential investors and the teams of each of the demonstrators. Given the number of demonstrators, this may not last for more than 30 minutes.

c) Follow-up phase (Post-Demo Day):

- As organiser of the Demo Days, UKOLN shall take the responsibility to carry out follow-up meetings with the investors and the demonstrator teams, and in cases of successful matches we shall take the initiative to organise the follow-up context.
- All information regarding successful matches, prepared funding applications, successful acquired fundings etc. will be monitored by the organisers of the Demo Days (UKOLN).

4. Immersive Events (LLs) and Serious Games (M09-M36)

4.1 General concept

SHIFT-HUB adopts the Living Lab approach with the objective of establishing a culture of dialogue and openness, actively involving end users throughout the co-creation process of Smart Health solutions and services. This approach facilitates empirical research and experimental learning, ultimately empowering citizens and patients.

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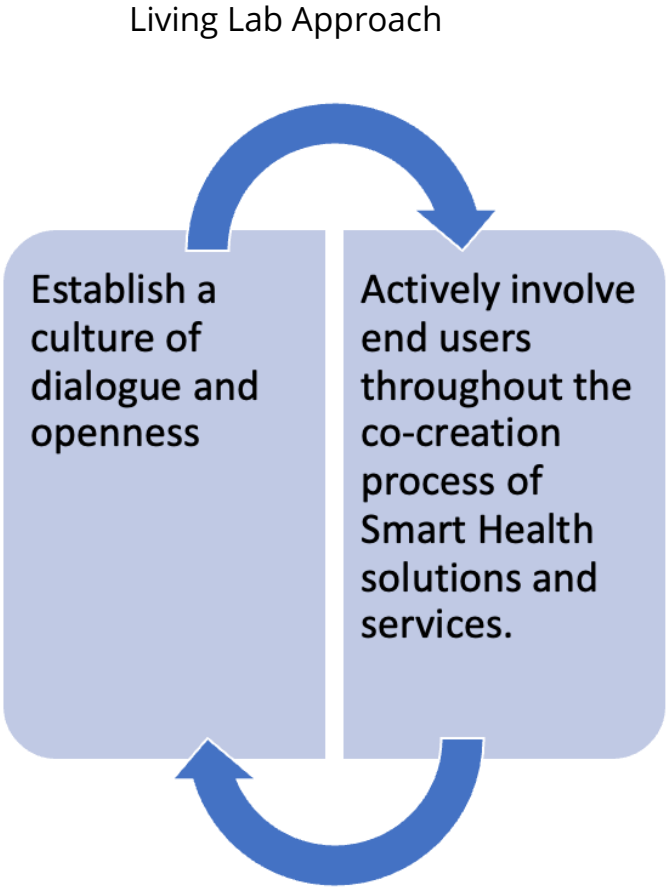

Figure 5: The Living Lab approach

The strength of the Living Lab methodology lies in its experimental and practice-driven nature, fostering open, collaborative, and user-centric innovation in real-life environments. To achieve this, LLs embrace a multi-method approach, focus on user engagement and multi-stakeholder participation, and insist on real-life settings and co-creation (Lucchesi & Rutkowski, 2021).

Within this framework, the SHIFT-HUB consortium will organise **five (5) events** during the project's lifetime in local Living Labs (whose participation the consortium will ensure via ENoLL's network). These events will include:

- Immersive experiences
- Serious play workshops

4.1.1 Immersive Events

An immersive experience encompasses the integration of cutting-edge technologies such as augmented reality (AR), virtual reality (VR), mixed reality, computer vision, and artificial intelligence (AI). This fusion enables the blending of real and virtual worlds, facilitating seamless and three-dimensional interaction. It transports users to alternate realities, allowing them to consume content in a more engaging manner (Zhang, 2020).

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Different Forms of Immersive Experiences: Immersive experiences can have different forms and offer distinct advantages to businesses and audiences, delivering a more captivating and memorable experience (PSU, 2023).

1. Tactile Immersion. Tactile immersion involves the sense of touch. It occurs when a user physically interacts with an object, and the device detects, recognizes, and transmits signals between the user and the surface of the real object through skin contact. This type of immersion generates artificial vibrations, enhancing the overall experience (Ziat et al., 2015). While not extensively utilized in the commercial sector yet, it holds the potential to shape our present and future interactions.
2. Visual Immersion. Visual immersion incorporates virtual reality (VR) or augmented reality (AR) technologies to showcase the features of a product. This form of immersion creates a powerful point of engagement and leaves a lasting impression on the customer's memory (ibid.). Examples of visual immersion include digital art museums and large-scale virtual art installations.
3. Narrative Immersion. Narrative immersion enables the audience to delve deeper into a product's story through lifelike sound and visuals (Pillai & Verma, 2019). This type of immersion is commonly employed in immersive theaters, where the audience becomes the protagonist, able to interact with the cast and influence the story's outcome.
4. Enhanced 360-Degree Content. 360-degree content involves combining multiple videos within a dome-like space, capturing each angle and overlaying 2D instructional content. Marketers and advertisers can utilize this technology to provide customers with a comprehensive overview of a product's features and benefits. Instead of creating an entirely separate reality, 360-degree content offers a panoramic view of the product in the real world (PSU, 2023).
5. Digital Twins. A digital twin is a virtual representation of a real-life object, structure, or process that is continuously updated in real-time using tracking data and 3D modeling techniques (IBM, 2023). It acts as a digital counterpart to a physical asset and is constructed with advanced machine learning and automation technologies. Digital twins are particularly useful for quality assurance purposes, providing instant insights into a product to facilitate quick decision-making.

4.1.2 Serious Games

Serious games refer to a category of games that are designed and developed for purposes other than pure entertainment (Laamarti et al., 2014). These games are not necessarily digital and are typically created with the intention of imparting specific knowledge, skills, or behaviors to the players (ibid.). The term "serious" in serious games signifies the underlying educational, informative, or training-oriented objectives that coexist with the engaging and motivating aspects of gamified experiences.

Serious games can be used for a wide range of applications, including education, training, simulation, healthcare, marketing, and more (ibid.). They are often designed to address real-world challenges, provide immersive learning experiences, and engage players in interactive problem-solving or decision-making scenarios (ibid.). Whether digital or not, serious games are designed under the same principles (Walk et al., 2017).

What sets serious games apart from traditional entertainment games is their explicit focus on achieving specific educational or training outcomes. They incorporate elements such as

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instructional content, educational objectives, learning assessments, and feedback mechanisms to support the learning or skill-building process (ibid.).

4.2 Objectives

In the context of SHIFT-HUB, the Living Lab methodology will serve three functions that comprehensively cover the co-creation process, as this is defined in existing literature (see, for example: Hossain et al., 2019):

1. Exploration: This function aims to support the New Product Development (NPD) process by involving users to understand their current habits, practices, and latent needs. By analyzing the "current state," we can define the problem-solution fit and identify opportunities for improvement, resulting in co-designed concepts for "future states."
2. Experimentation: Through experimentation, we can test the proposed solutions or "future states" by developing and experimenting with prototypes. These prototypes will be mapped into a target market and user population and launched based on a go-to-market strategy.
3. Evaluation: This function involves measuring the potential impact and added value of the innovation, comparing it to a benchmark. This evaluation process helps assess the success of the innovation.

4.3 Expected outcomes

Through the Living Lab approach and the methodology designed to explore immersive events and serious games, the project will reach the following KPIs:

KPI 3.1 *Number of patients and citizens involved/reached (events + on-line): 1000*

KPI 3.2 *Number of targeted pathologies and Apps to tackle each: 5|20*

KPI 3.3 *Number of Living Labs organized and participants: 5|250*

KPI 3.4 *Number of practitioners participating to the experimental assessment: 50*

To enable an open co-creation process, SHIFT-HUB will organize at least five (5) immersive events/serious play workshops in local Living Labs that will be chosen by the consortium (KPI 3.3). These events will sequentially trigger the three functions in a tailored manner, based on the Technology Readiness Level (TRL) of the selected solutions in realistic contexts (20 Apps per targeted pathology during SH's lifetime- KPI 3.2). Specific unobtrusive Living Lab methods and techniques, such as observation, participation, and in-depth interviews, will be used to study batches of five (5) patients and citizens for each selected topic (KPI 3.1). AUTH will closely supervise the preparation of event scenarios in collaboration with the community members and the hosting Living Lab, capturing participant behaviour and revealing specific information about the User Experience (UX) to personalize the solutions according to their needs.

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The experimentation with pre-selected Smart Health solutions in the Living Lab aims to understand user reactions, attitudes, and natural behavior towards the proposed solutions. Brainstorming, ideation, and co-creation sessions during the events will contribute to co-designing appropriate solutions and improving existing ones. This approach provides valuable insights to technology developers at all stages of the solution's life cycle, from problem-solution fit to product-market fit for specific user categories.

The experimentation sessions will involve showcasing the developed solutions to a pool of at least 250 patients and citizens (KPI 3.3). Additionally, the possibility of making the solutions available for an extended duration within the Living Lab and scaling them through other Living Labs within ENoLL's network (with the support of AUTH) will be explored. The online platform, which serves as a "Living Lab" for digital solutions, will be promoted to encourage further participation and gather user feedback. The events will also engage practitioners and representatives from healthcare establishments and the broader healthcare ecosystem to explore the potential adoption of solutions for further experimentation in medical settings. Expressions of interest will be collected from healthcare establishment representatives participating in the events, and thorough analysis of technical, operational, regulatory, and legal aspects will be conducted to enable deployment in real healthcare settings under professional supervision.

4.4 Roles & Responsibilities

4.4.1 Roles & Responsibilities: Immersive Events

As acting leader of this task (T3.6), AUTH has the following responsibilities:

- Initiate communications and ensure local Living Labs' engagement in the process.
- Support the hosting Living Labs in adapting the design and implementation with methodological guidelines, tools, and suggestions.
- Follow-up and monitor the activity of the organizing LLs to reach the objectives.
- Request and collect activity reports for the performed events.
- Compile the activity reports into a unified document.

In agreement with the WP3 leader (KiNNO), the SHIFT-HUB consortium will choose **5 consortium partners** to be responsible for each event under the supervision of AUTH.

To be discussed: The proposed deadline for this is the end of August 2023, after an executive meeting.

To ensure that the scenarios effectively capture participant behavior, reveal specific information about the User Experience (UX), and provide valuable insights for personalizing the solutions to meet the participants' needs, the following steps must be taken for each event:

1. **Communication and Coordination**: AUTH will initiate contacts and ensure interconnection with local LLs. AUTH will facilitate the planning phase of the events. Each consortium partner must establish effective communication channels with the

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community members through regular meetings, emails, or online platforms to ensure constant collaboration and information exchange.

2. **Understanding User Needs**: Each consortium partner must engage in discussions and interviews with community members and participants to gain a deep understanding of their needs, expectations, and preferences. This will help in designing event scenarios that are relevant and aligned with the participants' requirements.
3. **Co-creation Sessions**: Each consortium partner must organize co-creation sessions with community members, participants, and stakeholders to brainstorm and ideate on the event scenarios. With these sessions, the aim is to gather input, suggestions, and insights from the community members, who have valuable knowledge and perspectives regarding user experiences and needs.
4. **Scenario Design**: Based on the inputs received from the community members and participants, each consortium partner will design event scenarios that capture participant behavior and reveal specific information about the User Experience (UX), with the help of the hosting Living Lab. The scenarios should be carefully crafted to simulate real-life situations and interactions with the selected solutions. Each design must be sent to AUTH for approval. Upon approval, AUTH will contact the respective LL to initiate preparations.
5. **Iterative Feedback Process:** With the cooperation of the hosting Living Lab, each consortium partner should facilitate an iterative feedback process, where event scenarios are shared with the community members for their review and input. This will allow for refining and improving the scenarios based on their expertise and insights.
6. **Pilot Testing:** Before the actual events, it is advised that partners and Living Labs conduct pilot testing of the event scenarios in collaboration with a smaller group of participants. This will help identify any potential issues or areas of improvement in the scenarios and will allow for necessary adjustments before the larger-scale events.
7. **Monitoring and Observations**: During the events, the consortium partners must closely monitor the participant behaviour and collect observational data. This may involve direct observations, video recordings, or other methods to capture participant interactions with the solutions and their overall User Experience (UX).
8. **Informed consent procedures:** Partners and Living Labs will agree on specific procedures to ensure ethical and respectful treatment of participants' data and opinions (Clear Information Disclosure, Informed Consent Statement, etc.)
9. **User Feedback and Surveys**: Partners and Living Labs must jointly design and implement feedback mechanisms and surveys to gather specific information about the User Experience (UX) from participants. These feedback channels will help capture participants' perceptions, satisfaction levels, challenges faced, and suggestions for improvement.
10. **Data Analysis:** Data, including observations, feedback, and survey responses, must be collected by partners along with the event reports. This will help extract meaningful insights about the participant behaviour and their User Experience (UX). This analysis will provide a basis for personalizing the solutions according to the participants' needs and preferences. Technology providers will analyse gathered data to improve their solutions.

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4.4.2 Roles & Responsibilities: Serious Games

As acting leader of this task (T3.6), AUTH has the following responsibilities:

- Initiate communications and ensure efficient organisation of serious play workshops.
- Support consortium partners in adapting the design and implementation with methodological guidelines, tools, and suggestions.
- Follow-up and monitor the activity of each WS to reach the objectives.
- Request and collect activity reports for the performed events.
- Compile the activity reports into a unified document.

In agreement with the WP3 leader (KiNNO), the SHIFT-HUB consortium will choose consortium partners to be responsible for each serious play workshop under the supervision of AUTH.

To be discussed: The proposed deadline for this is the end of August 2023, after an executive meeting.

To ensure that the workshops effectively facilitate the experimentation process and stimulate end-user engagement in a way to cultivate sustainable adoption, the following steps must be taken for each event:

1. **Workshop design:** Each organising partner must determine the specific goals and objectives of the workshop, identify the target audience, choose the right venue or channel (if the event takes place online), set the date and time.
2. **Workshop Agenda:** Each organising partner must plan a detailed schedule for the workshop, including breaks and activities. Incorporate various serious play exercises that align with the workshop's objectives. AUTH will offer guidance and approval.
3. **Communication and Coordination:** Each organising partner must invite at least 50 participants and establish effective communication channels with them in order to ensure participation.
4. **Promotion of the Workshop**: Each organising partner should create promotional materials and spread the word about the workshop through email, social media, and any relevant channels, and encourage interested individuals to register early.
5. **Handling Registrations:** Each organising partner should set up a registration process to manage participants effectively; this includes collecting necessary information, such as contact details and any specific requirements they might have.
6. **Supplies/Logistics**: Each organising partner is responsible for gathering all the necessary supplies (e.g., game features, notepads, pens, any handouts or worksheets for the participants, etc.) and providing the appropriate infrastructure.
7. **Conducting the workshop**: Each organising partner is responsible for leading the workshop, following the agenda, fostering an inclusive and open environment for discussions, facilitating group activities/exercises, encouraging reflection, and collecting feedback.
8. **Informed consent procedures:** Partners and Living Labs will agree on specific procedures to ensure ethical and respectful treatment of participants' data and opinions (Clear Information Disclosure, Informed Consent Statement, etc.)
9. **Follow-up**: Each organising partner is advised to keep in touch with participants through follow-up emails or newsletters.
10. Partners must gather all data and fill in the event report designed by AUTH. AUTH will gather this data and provide an analysis.

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4.5. Guidelines

4.5.1 Guidelines: Immersive events

To organize immersive events in Living Labs, SHIFT-HUB will follow a structured approach that aligns with the Technology Readiness Level (TRL) of the selected solutions, facilitates co-creation, and helps gather valuable insights from participants, leading to the improvement and deployment of innovative Smart Health solutions.

Step-by-step process for organizing these events:

1. **Planning:** The planning phase involves defining the objectives, scope, and desired outcomes for each event. SHIFT-HUB should identify the specific solutions to be tested and the target user population for each event.
2. **Event Design**: Based on the TRL of the selected solutions, SHIFT-HUB will design tailored immersive events that align with realistic contexts. The events should be carefully planned to sequentially trigger the three functions: exploration, experimentation, and evaluation.
3. **Living Lab Preparation:** The Living Lab hosting the event collaborates with SHIFT-HUB to prepare the necessary infrastructure, resources, and environment to create a realistic setting for the immersive experience. This includes setting up the required equipment, arranging the space, and ensuring a seamless user experience.
4. **Participant Selection:** SHIFT-HUB selects participants for each event, ensuring diversity and representation of the target user population. These participants should be willing to engage actively, provide feedback, and contribute to the co-creation process.
5. **Event Execution:** During the immersive events, participants are introduced to the selected solutions and guided through various activities and interactions. The event design should facilitate user engagement, observation, participation, and in-depth interviews to gather valuable insights on user experiences and reactions.
6. **Data Collection and Analysis:** Throughout the events, data will be collected using appropriate methods such as surveys, observations, interviews, and user feedback. This data will then be analysed to extract meaningful insights and identify patterns and trends.
7. **Co-Creation and Improvement:** Based on the data analysis, SHIFT-HUB will facilitate brainstorming, ideation, and co-creation sessions during the events. These sessions involve collaboration between participants, technology developers, and other stakeholders to refine and improve the solutions based on user feedback and identified needs.
8. **Solution Showcase and Evaluation:** At the end of each event, the developed solutions will be showcased to a pool of at least 300 patients and citizens. Their reactions and feedback will be collected to evaluate the effectiveness and acceptance of the solutions. This evaluation will help determine the potential impact and added value of the innovations.
9. **Scaling and Deployment**: SHIFT-HUB will explore the possibility of scaling the solutions beyond the event by making them available for a longer duration in the respective Living Lab or through other Living Labs within EnoLL's network. This involves analysing technical, operational, regulatory, and legal aspects to enable the deployment of solutions in real healthcare settings under professional supervision.

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4.5.2 Guidelines: Serious games workshops

Designing effective serious games requires a thoughtful blend of pedagogical principles, engaging gameplay, and a focus on learning outcomes (Laamarti et al., 2014, Bates, 2022). To create impactful experiences that promote learning and engagement outside of digital platforms, the following steps must be considered:

1. **Define Objectives:** Clearly define the objectives of the serious play workshops. This could include fostering learning, problem-solving, collaboration, or decision-making skills among participants.
2. **Identify Target Audience:** Determine the target audience for the serious play workshops. This could be students, professionals, or specific groups of individuals who can benefit from the workshop content.
3. **Select Appropriate Serious Games:** Choose or develop serious games that align with the objectives and target audience. These games should be engaging, interactive, and provide opportunities for learning and skill development.
4. **Adapt Game Mechanics:** Modify and adapt the game mechanics to suit the workshop format and objectives. This may involve customizing game rules, levels, challenges, or scenarios to create a focused learning experience.
5. **Design Workshop Structure:** Determine the structure and format of the serious games workshop. This could include individual or group activities, facilitated discussions, simulations, or role-playing exercises. Define the timeline and sequence of activities.
6. **Develop Workshop Materials:** Create supporting materials for the workshop, such as game instructions, handouts, worksheets, and reference materials. These resources should guide participants through the gameplay and provide additional information or context as needed.
7. **Facilitator Training:** Train facilitators who will lead the serious games workshops. Provide them with a deep understanding of the games, workshop objectives, and facilitation techniques to ensure effective delivery and engagement with participants.
8. **Setup and Logistics:** Prepare the necessary setup and logistics for the workshops. This includes arranging suitable venues, ensuring access to necessary equipment or technology, and organizing seating arrangements conducive to group activities and discussions.
9. **Participant Communication:** Communicate the details of the serious play workshops to potential participants. Provide clear instructions, expectations, and any prerequisites or preparations required beforehand. Encourage participants to come prepared and ready to actively participate.
10. **Conduct Workshops:** Facilitate the serious games workshops, following the designed structure and activities. Engage participants in gameplay, discussions, and reflections. Provide guidance, support, and feedback as they navigate through the games and learning experiences.
11. **Debrief and Reflection:** After each workshop session, conduct debriefing and reflection sessions with participants. Allow them to share their experiences, insights, and lessons learned from the serious games. Facilitate discussions on the application of acquired knowledge and skills in real-world scenarios.
12. **Evaluation and Iteration:** Gather feedback from participants and facilitators to evaluate the effectiveness of the serious play workshops. Identify areas of improvement and iteratively refine the workshop content, activities, or game mechanics based on feedback and observed outcomes.

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4.6 Tools and Methodologies

a) **Board Games and Card Games**: Traditional board games and card games can be adapted to address specific workshop objectives (Sousa, 2021). For instance, strategy board games can teach participants about decision-making and resource management, while card games can be used to facilitate discussions or encourage teamwork. To run a successful workshop using board games and card games, one must take the following steps:

1. Identify Clear Objectives: Before selecting the board games and card games for the workshop, clearly define the objectives you want to achieve. Whether it is team building, problem-solving, communication skills, or creativity, align the games with the specific outcomes you want to facilitate.
2. Choose Appropriate Games: Select games that are relevant to your workshop's objectives and the participants' interests and backgrounds. Consider the group size and dynamics when choosing games to ensure they are suitable for the number of participants and the level of interaction required.
3. Preparation and Familiarization: Familiarize yourself with the selected games to ensure you can explain the rules clearly and facilitate the gameplay smoothly. Prepare any necessary game materials, such as boards, cards, or tokens, in advance to save time during the workshop.
4. Create Game Instructions and Guidelines: Craft clear and concise game instructions or guidelines that participants can easily follow. Communicate these instructions at the beginning of the workshop, emphasizing the goals of each game and how they relate to the overall workshop objectives.
5. Promote Inclusivity and Collaboration: Encourage an inclusive and collaborative atmosphere throughout the workshop. Ensure that all participants have an equal opportunity to participate and contribute. Divide the groups evenly and, if needed, rotate team members to promote interaction.
6. Facilitate Debrief Sessions: After each game, conduct debrief sessions to reflect on the experience and its relevance to the workshop objectives. Encourage participants to share insights, lessons learned, and how they can apply the lessons in real-life situations.
7. Encourage Open Communication: Create a safe and open environment where participants feel comfortable sharing their thoughts and experiences related to the games. Foster open communication and active listening among participants to promote learning and team cohesion.
8. Emphasize Learning Points: Throughout the workshop, highlight the learning points from each game and connect them to the broader workshop objectives. Reinforce how the skills developed during gameplay can be applied in real-life scenarios.
9. Adapt and Adjust as Needed: Be flexible and ready to adapt the workshop based on the dynamics of the group and how the games unfold. If certain games are taking longer or shorter than expected, adjust the schedule accordingly to ensure a balanced and fulfilling experience.

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10. End on a Positive Note: End the workshop on a positive and inspiring note. Summarize the key takeaways from the games and encourage participants to continue applying the skills they acquired in their personal or professional lives.

b) **Role-playing games (RPGs):** Role-playing games provide participants with fictional scenarios or real-life situations to act out various roles and make decisions accordingly (Edwards et al., 2019). This allows them to gain insights into different perspectives, practice problem-solving, and develop interpersonal skills. To run a successful workshop using RPGs, one must take the following steps:

1. Define Clear Objectives: Clearly outline the objectives of the RPG workshop. Determine what specific skills, knowledge, or behaviors you want participants to develop or practice through the role-playing scenarios.
2. Choose Appropriate RPG System and Setting: Select an RPG system and setting that aligns with the workshop objectives and the interests of the participants. Consider the complexity of the rules, the theme of the RPG, and the familiarity of the participants with the chosen setting.
3. Prepare Role-Playing Scenarios: Design role-playing scenarios that are relevant to the workshop objectives. Create diverse and challenging situations that allow participants to explore different perspectives, problem-solving approaches, and communication styles.
4. Establish Character Creation and Background: Guide participants through character creation, ensuring that each character's background and traits align with the RPG setting and the workshop objectives. Encourage participants to create characters with diverse personalities and backgrounds.
5. Set the Scene and Establish Rules: At the start of the workshop, set the scene for the RPG scenarios and establish the ground rules. Clarify how the RPG mechanics will work, emphasize the importance of staying in character, and address any questions or concerns participants may have.
6. Facilitate the RPG Sessions: As the facilitator, lead the RPG sessions and play the roles of non-player characters (NPCs). Ensure that the gameplay flows smoothly, and guide participants when needed, but allow them the freedom to make decisions and drive the story forward.
7. Encourage Immersion and Role-Playing: Encourage participants to fully immerse themselves in their characters and the RPG setting. Prompt them to think and respond as their characters would, promoting authentic role-playing and meaningful interactions.
8. Provide Constructive Feedback: Offer constructive feedback to participants during and after the RPG sessions. Highlight moments of effective communication, problem-solving, and decision-making. Address areas for improvement and encourage self-reflection.
9. Facilitate Debrief Sessions: After each RPG scenario, conduct debrief sessions to discuss the experiences and lessons learned. Encourage participants to share their thoughts, insights, and the impact of role-playing on their understanding of the workshop objectives.

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10. Connect RPG Experience to Real-Life Applications: Relate the RPG experiences to real-life scenarios and the broader workshop objectives. Discuss how the skills and insights gained from the RPG can be applied in participants' personal and professional lives.
11. Promote Collaboration and Reflection: Encourage collaboration and teamwork among participants throughout the RPG workshop. Provide opportunities for reflection on individual and group experiences and how they contribute to personal growth and team dynamics.
12. End on a Positive Note: Conclude the RPG workshop on a positive and motivating note. Summarize the key takeaways, express appreciation for participants' engagement, and encourage ongoing learning and application of the skills gained.

c) **Simulation Games:** Simulation games, such as business simulations or team-building simulations, create a dynamic learning environment where participants can experience real-life challenges and make decisions that have consequences within the game (Ghoman & Schmölzer, 2019). These games provide opportunities for critical thinking and decision-making skills development. To run a successful workshop using simulation games, one must take the following steps:

1. Set Clear Objectives: Clearly define the objectives of the simulation game workshop. Determine the specific skills, knowledge, or behaviours you want participants to develop or practice through the simulation activities.
2. Select Relevant Simulation Games: Choose simulation games that align with the workshop objectives and are relevant to the participants' interests and backgrounds. Consider the complexity of the simulations and ensure they cater to the group's size and dynamics.
3. Preparation and Familiarization: Familiarize yourself with the selected simulation games beforehand to ensure you can explain the rules clearly and facilitate the gameplay smoothly. Prepare all necessary materials, instructions, and resources in advance.
4. Create Game Instructions and Guidelines: Develop clear and comprehensive game instructions and guidelines that participants can easily follow. Communicate these instructions at the beginning of the workshop, highlighting the goals of each simulation and how they relate to the overall workshop objectives.
5. Establish Realistic Contexts: Set up realistic contexts or scenarios for each simulation game. Ensure that the situations participants encounter in the game closely resemble real-life challenges they may encounter in their professional or personal lives.
6. Facilitate the Simulation Sessions: As the facilitator, lead the simulation sessions and guide participants through the gameplay. Provide support when needed but allow participants the autonomy to make decisions and experience the consequences of their actions within the simulation.

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7. Encourage Reflection and Discussion: After each simulation game, facilitate debrief sessions to encourage participants to reflect on their experiences. Discuss the decisions made, the outcomes achieved, and the lessons learned. Encourage participants to share their insights and perspectives.
8. Connect Simulations to Real-Life Applications: Relate the simulation experiences to real-life scenarios and the broader workshop objectives. Discuss how the skills and insights gained from the simulations can be applied in participants' personal and professional lives.
9. Promote Collaboration and Teamwork: Encourage collaboration and teamwork among participants during the simulation games. Emphasize the importance of effective communication and working together to achieve common goals.
10. Provide Constructive Feedback: Offer constructive feedback to participants, both during and after the simulation games. Recognize areas of effective decision-making and problem-solving while addressing opportunities for improvement.
11. Adapt and Adjust as Needed: Be flexible and ready to adapt the workshop based on the dynamics of the group and how the simulations unfold. If certain simulations take longer or shorter than expected, adjust the schedule accordingly to maintain a balanced experience.
12. End on a Positive Note: Conclude the simulation game workshop on a positive and motivating note. Summarize the key takeaways, express appreciation for participants' engagement, and encourage ongoing learning and application of the skills gained.

d) **Puzzle Solving Activities:** Puzzle solving activities challenge participants to work together to solve problems or mysteries (Wang & Huang, 2021). These activities can range from physical puzzles to interactive riddles or escape room-style challenges, fostering teamwork, communication, and problem-solving abilities. To run a successful workshop using puzzle solving activities, one must take the following steps:

1. Define Workshop Objectives: Clearly outline the objectives of the puzzle-solving workshop. Determine the specific skills, such as critical thinking, problem-solving, teamwork, and creativity, that you want participants to develop or enhance through the activities.
2. Select Diverse Puzzle Types: Choose a variety of puzzle types that cater to different strengths and preferences among participants. Include logic puzzles, physical puzzles, riddles, code-breaking puzzles, and more to create a well-rounded experience.
3. Set the Right Difficulty Level: Strike a balance between challenging and achievable puzzles. Ensure that the difficulty level is appropriate for the participants' skill levels, so they feel engaged and motivated throughout the workshop.
4. Preparation and Materials: Prepare all necessary puzzle materials and props in advance. Organize the puzzles in a logical sequence, and ensure that you have all the required clues, hints, and solutions ready for each puzzle.

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5. Create Puzzle Instructions: Develop clear and concise instructions for each puzzle. Explain the rules, objectives, and any specific clues or hints participants may need to solve the puzzle successfully.
6. Promote Teamwork and Collaboration: Encourage participants to work collaboratively in teams to solve the puzzles. Emphasize the importance of effective communication, division of tasks, and leveraging each team member's strengths.
7. Facilitate the Puzzle-Solving Sessions: As the facilitator, guide participants through the puzzle-solving activities. Be available to provide hints or support when needed but allow participants to discover solutions on their own as much as possible.
8. Encourage Creativity and Outside-the-Box Thinking: Challenge participants to think creatively and consider unconventional approaches to solving the puzzles. Foster an environment where innovative ideas are encouraged and celebrated.
9. Facilitate Debrief Sessions: After each puzzle is solved, conduct debrief sessions to discuss the experience and learning points. Encourage participants to share their thought processes, strategies, and what they learned from each puzzle.
10. Connect Puzzle-Solving to Real-Life Applications: Relate the puzzle-solving experiences to real-life scenarios and problem-solving situations. Discuss how the skills developed during the workshop can be applied in the Smart Health ecosystem.
11. Time Management: Keep track of time during the workshop to ensure that participants have ample opportunity to solve all the puzzles. Adjust the pace if necessary to maintain engagement and avoid rushing through the activities.
12. Celebrate Achievements: Celebrate participants' achievements and efforts throughout the workshop. Recognize individual and team successes and create a positive and encouraging atmosphere.
13. End on a Positive Note: Conclude the puzzle-solving workshop on a positive and inspiring note. Summarize the key takeaways, express appreciation for participants' engagement, and encourage ongoing puzzle-solving and critical thinking beyond the workshop.

4.7 Reporting

1.1 **Attendance list** (with the necessary info to claim the related KPIs): See ANNEX

1.2 **Event Minutes**: See ANNEX

1.3 **Event Report**: See ANNEX

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Conclusion

In conclusion, this document presents the comprehensive methodology, planning, and objectives for the set-up and implementation of workshops and events under Work Package 3 (WP3) of SHIFT-HUB. The deliverable aims to offer concrete recommendations and a shared approach for the partnership, particularly the organizing partners, to conduct workshops as part of the SHIFT-HUB Service Offer to their local Digital Health ecosystem stakeholders.

The primary objectives of this deliverable are clearly defined, with a focus on introducing the logical framework of the SHIFT-HUB Service Offer and its interconnectedness with other work packages in a systemic view. Additionally, the document outlines the main concepts, objectives, and expected outcomes of each workshop type. It provides detailed guidelines, tools, and methodologies for the organizing partners to prepare and deliver each workshop at a local level.

One of the key strengths of this document is its emphasis on efficient implementation and coordination of the service, promoting a common transnational approach. By engaging with a critical mass of stakeholders and understanding their needs, as well as collaborating with digital health providers and solutions, the SHIFT-HUB Service Offer seeks to facilitate the development and uptake of Smart Health solutions.

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Annex

Proposed Timeframe

GANTT CHART

SHIFT		RESPONSIBLE PARTNER	M 1	M 2	M 3	M 4	M 5	M 6	M 7	M 8	M 9	M 10	M 11	M 12	M 13	M 14	M 15	M 16	M 17	M 18	M 19	M 20	M 21	M 22	M 23	M 24	M 25	M 26	M 27	M 28	M 29	M 30	M 31	M 32	M 33	M 34	M 35	M 36
			Jan 23	Feb 23	Mar 23	Apr 23	May 23	June 23	July 23	Aug 23	Sep 23	Oct 23	Nov 23	Dec 23	Jan 24	Feb 24	Mar 24	Apr 24	May 24	June 24	July 24	Aug 24	Sep 24	Oct 24	Nov 24	Dec 24	Jan 25	Feb 25	Mar 25	Apr 25	May 25	June 25	July 25	Aug 25	Sep 25	Oct 25	Nov 25	Dec 25
WP 3		KiNNO																																				
3.1	Stakeholder promotion, cooperation and procurement opportunities	BOOST																																				
3.2	Open co-creation to accelerate solution development and uptake	KiNNO									D.3.1				* recommended																							
3.3	Access to funding	BOOST																																				
3.4	Smart Health literacy, learning and skills	UPORTO												D.3.2																								
3.5	Discover, demonstrate and test before invest	UKOLN																									* recommended											
3.6	Living Labs to empower patients and citizens	AUTH							D.3.3										* recommended																			

Figure 6: Proposed Timeframe (see Figure 2)

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Informed Consent Form

[Your Organization/Institution Name]

[Address]

[City, State, Zip Code]

[Date]

Title of the Survey/Feedback Process: [Insert Title]

Principal Investigator/Researcher/Organizer: [Insert Name]

Contact Information: [Insert Contact Information]

Introduction:

You are invited to participate in a survey/feedback process conducted by [Your Organization/Institution Name]. Before you decide to participate, it is important that you understand the purpose of the survey/feedback process, what your participation will involve, and your rights as a participant.

Purpose:

The purpose of this survey/feedback process is to [briefly explain the objective of the survey/feedback].

Procedures:

If you agree to participate, you will be asked to [describe the specific activities involved, such as answering questions, providing feedback, etc.].

Duration:

The estimated time required to complete the survey/feedback is approximately [insert time].

Voluntary Participation:

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Your participation in this survey/feedback process is entirely voluntary. You have the right to decline to participate or withdraw your consent at any time without any negative consequences. Your decision to participate or not will not affect your relationship with [Your Organization/Institution Name].

Confidentiality:

Your responses to this survey/feedback process will be kept confidential to the extent permitted by law. All data collected will be anonymized, and any personally identifiable information will be kept separate from your responses. Your name or any other personal information will not be associated with the data during analysis or reporting.

Risks and Benefits:

[Describe any potential risks and benefits associated with participating in the survey/feedback process.]

Right to Ask Questions:

If you have any questions about the survey/feedback process or need further clarification, you can contact [Insert Contact Information]. If you have any concerns about the study, you can also contact [Institutional Review Board (IRB) or Ethics Committee contact information, if applicable].

Consent:

By proceeding with the survey/feedback process, you indicate that you have read and understood the information provided in this Informed Consent Form. You voluntarily agree to participate in this survey/feedback process.

I agree to participate in this survey/feedback process: [Checkbox or Signature]

Printed Name: [Insert Your Full Name]

Date: [Insert Date]

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Please retain a copy of this Informed Consent Form for your records.

Thank you for your participation.

[Your Organization/Institution Name]

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Attendance List

Event Title:

Date & Place:

Organisation	Name	Position	Contact Details	Signature

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Event Minutes

Meeting Name			
Date of Meeting: (MM/DD/YYYY)		Time:	
Hub Coordinator:		Location:	
Meeting Objective			

Attendees

Name	Organisation	E-mail	Phone

Meeting Agenda

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Short Description of No XX Project Idea Generated
Title: Short Description: Stakeholders Involved: Follow-up Actions list:

Main Conclusions

ADD Event PICTURES and URLs of videos in ANNEXES.

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Event Report

Immersive Events/ Serious Play Workshops
Event Name: Short Description: Overview of the event, including the date, location, and purpose. Stakeholders Involved: Follow-up Actions list:

Background:
Offer some context or background information to help readers understand the significance of the event. This may include the history, relevant statistics, or any prior related events.

Main details:
Present the key details of the event, such as the agenda, activities, speakers, or performances. Include any relevant quotes or anecdotes that add value to your report.

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Analysis and observations:
Provide your analysis and observations regarding the event. Discuss the strengths, weaknesses, successes, or challenges faced during the event. Include any interesting insights or trends you noticed.

Conclusions:
Summarize the main points of your report and provide a concise conclusion. You can also highlight any future implications or recommendations arising from the event. The conclusions should concern both the organization of any forthcoming event and the SHIFT-HUB solution.

ADD Event PICTURES/URLs of videos and ATTENDANCE LIST in annexes.

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