



Empowering EU health policies
on Task SHifting



D2.1 DISSEMINATION AND COMMUNICATION PLAN

30/06/2021



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DOCUMENT CONTROL PAGE

TITLE OF THE DELIVERABLE	D2.1 Dissemination and communication plan
RESPONSIBLE PARTNER	SU
ID OF THE ACTION	PJ-01-2020-3
PROJECT ID	101018346
TOPIC	Support to reforms in health workforce field - Initiatives on task-shifting
STARTING DATE	01/04/2021
DURATION	36 months
WP NUMBER	WP2
AUTHOR(S)	Marta Sziklai (SU)
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DATE OF PUBLISHING	30/06/2021
TYPE	Report
VERSION	Final version
RIGHTS	©Copyright: TaSHI Consortium
AUDIENCE	Public
REVIEW STATUS	✓ WP Leader accepted ✓ Coordinator accepted

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1. Executive Summary

A well-designed, complex communication and dissemination plan is essential for the entire lifecycle of the TaSHI project in order to achieve general and specific objectives, to provide relevant, up-to-date information to the network of stakeholders, interested bodies and further beneficiaries on the EU-, national-, and regional levels, and at the same time provide platforms to interaction. With this report the TaSHI project aims to summarize and describe key target groups, main activities, wide range of communication channels and tools and outputs. Monitoring and evaluation of the performance will take place through identified indicators, therefore the related communication and dissemination activities can be continuously improved throughout the project duration.

2. Introduction

The aim of this document is to set up an overall strategy for the TaSHI project, defining goals, objectives, target groups and timeline in order to support the information transfer to the audience about the activities of the action. WP2 is responsible to determine the relevant goals, to identify the most efficient means of communication and dissemination, and to arrange the activities into an implementation schedule.

As dissemination and communication activities differ from each other defined by the EU Commission, we will separate the two plans, at the same time while carrying out all dissemination activities we will also support the utilization, the uptake of the results and outputs generated by the project.

In the frames of the dissemination activities we will inform and transfer the results achieved and their impact towards our target audience, experts of this field, organisations, policy makers.

In our communication activities we will ensure that the right information related to the current phase of the project's life cycle will reach the right target audience using the identified communication channels using the precisely defined key messages.

To this end this deliverable sets out the objectives, tools, materials, and channels to support successful dissemination and communication activities during the action with an aim of promoting the future uptake of the results of the project.

2.1 TaSHI project

Health workforce (HWF) in Europe is facing significant challenges due to the ageing population and ageing HWF, shortages and unequal distribution of HWF and resources, the growing demands of better-integrated and patient centred care, as well as the rise of multi-morbidity and non-communicable diseases. Moreover, the increased demand for health services are over-burdening the HWF, putting strains on health care workers. Effective health service delivery requires established and clear guidelines and sources of evidence. Health systems, therefore, need dynamic and resilient HWFs, provided with optimal skill-mix and competencies. Consequently, evidence-based reforms are highly needed to address and tackle the challenges health care systems and the workforce are facing.

2.2 Objectives of the TaSHI project

TaSHI is a unique project, as this is the only one action chosen in the “Support to reforms in health workforce field - Initiatives on task-shifting (Heading 1.2.1.1 of the AWP 2020)” for co-funding by the European Commission. In the 3 years long duration of the action TaSHI aims to reach the below objectives:

- 1) Providing added value on the concept, notion, and implementation of task shifting at EU-, national- and regional levels, as well as an update on the existing tools and methods to support and upscale the implementation of task shifting in EU MS.
- 2) Providing a novel understanding, new and up-to-date knowledge on task shifting and on transferability of existing good practices in implementation. Investigating the feasibility, challenges, benefits and impact of different forms of task shifting through case studies based on hands-on experience from 5 pilot implementation sites.
- 3) Disseminating case studies and fostering knowledge sharing and exchange across EU MS on the specific processes and features of task shifting via online events (e.g. webinars, thematic workshops, and presentations).
- 4) Progressing implementation by facilitating the dialogues and exchanges between the relevant stakeholders, strengthening governance and stakeholder engagement for transferring and upscaling task shifting practices and policies supporting health reforms for HWF development. Enhancing cultural sensitivity, flexibility and readiness, as well as organizational adaptation to task shifting.

3. The framework of dissemination and communication activities

3.1 Target audience

Beside determining the goals and objectives in a project, it is essential to identify the target audience in order to implement a focused communication. During the work of TaSHI project, we expect to have stakeholders with two-way communication, e.g. giving us feedback in certain activities, consultation, and some stakeholder groups with one-way communication, e.g. important to keep them informed about the findings of TaSHI.

In our dissemination and communication activities, we are targeting eight core groups of stakeholders (Table 1). The communication towards the different stakeholders might differ based on their level of influence in the relevant policy making.

Table 1 defines the level of influence of the stakeholders and the expected ways of communication.

Stakeholder group	Level of influence	Communication
European institutions and organisations	Moderate to high	Mainly one-way, with consultation
Regulators, health workforce planners, and policy makers	High	Mainly one-way, with consultation
Regional governing bodies, local municipalities	Moderate	Mainly one-way communication
Educational institutions	Moderate	Two ways communication
Institutions providing CPD programmes	Moderate	Two ways communication
Professional associations	Moderate	Two ways communication
Healthcare providers, health professionals	Moderate	Two ways communication
Patients, clients, citizens	Low	Mainly one way communication

Table 1: TaSHI target groups

3.2 Visual identity

The visual identity of the TaSHI project includes the mandatory design elements (EU emblem and disclaimer), and the TaSHI house style and logo created by the graphic designer and approved by the TaSHI consortium.

Publicity guidelines involve the rules and visual elements that determine how TaSHI project is presented to the wide audience. It is a reference tool that ensures the TaSHI brand to appear always coherently. Publicity guidelines also includes the logo variations, colours, font style, and template variations to be used throughout the action.

We will use the identified colours, logo and visual elements in all communication channels.

At the same time, we always include the mandatory elements as well as TaSHI is co-funded by the European Union. The mandatory elements are the disclaimer and the co-funded logo of the EU.



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The logo and colour variations can be seen in the below images that TaSHI is using during its 36 months of activities.

Figure 1: Mandatory elements in all communication materials



LOGO VARIATIONS



Figure 2: Visual identity elements of TaSHI project

4. Dissemination Plan

In this Dissemination plan, we are summarising the main objectives of the dissemination activities of TaSHI, towards the pre-defined target groups, and additionally we are identifying the best fitting channels that will be used for the dissemination activities. Our aim is to maximise the input of the action, the uptake of the outputs, to reach out the most effective way to our audience and to ensure an active stakeholders engagement.

4.1 Objectives

The main objectives of the dissemination activities are built on four pillars:

1. To create and raise awareness among stakeholders in terms of the new task shifting project;
2. To attract the attention of relevant policy makers to ensure their future input for TaSHI outcomes;
3. To provide accurate information and well-grounded expertise to our audience about task shifting;
4. To provide a new perspective for our stakeholders, who are looking for effective task shifting solutions.

4.2 Dissemination Channels

Through the various dissemination channels, the following project outputs will be disseminated (Table 2).

WP2	Initial leaflet and rollup
WP3	Mid-term evaluation report Evaluation report
WP4	Collection of useful tools and practices in task shifting Practical training materials and curriculum
WP5	Case studies of implementation sites Guidebook of task shifting Set of recommendations for task shifting actions

Table 2: Project outcomes to be disseminated

4.2.1 The TaSHI website

The website is one of the main dissemination and communication channels (Figure 3). The stakeholders and other visitors can easily find and download the project results and other outputs from the website, as well as read the most up-to-date information about the TaSHI project online.

The “About us” menu shows the main information about the TaSHI project, the TaSHI consortium and the TaSHI Advisory Board. The “News & events” menu involves the upcoming project events, the news of the actions as well as the newsletter editions. In the “Knowledge hub” menu item, visitors can find public deliverables of TaSHI and relevant publications of task shifting literature. Finally, in the “Contact” menu item involves the possible ways to approach TaSHI project, as well as the information of the active online forum on the EU HPP, entitled the Health Workforce Projects Cluster.

The website also serves as a platform where the audience can sign up for regular TaSHI newsletters as well.



Figure 3: TaSHI website – main menu bar

4.2.2 The TaSHI Newsletter

In the duration of the TaSHI project, we aim to carry out nine newsletter campaigns. This is the tool to directly approach stakeholders with all the relevant news and information of the action. If some experts check our website irregularly, the newsletters will enable them to stay informed about the latest publications or newly published deliverables of TaSHI.

For sending our newsletter campaigns, we are going to use Sendinblue, which gives us the excellent opportunity to track the opening numbers, clicking numbers, unsubscribing numbers and several statistical data after each campaign.

Direct links to the EU HPP Health Workforce Projects Cluster and to TaSHI website will be continuously included to all newsletters.

Please, see the draft version of the TaSHI newsletter in section 3.2.2.

4.2.3 The EU Health Policy Platform

A new online forum has been launched on the EU Health Policy Platform recently. This serves as a kind of continuation of the former SEPEN online forum, dealing with health workforce relating projects. This Cluster involves all five new projects that is co-funded by the European Union and working in the three different fields of health workforce policies, namely initiatives of retention policies, task shifting, and medical deserts.

This channel serves as a tool for an active involvement of the expert Cluster, all members can comment on posts, insert article or news, can follow the table of upcoming events. This new Cluster is moderated in cooperation by the five projects namely: AHEAD, METEOR, OASES, ROUTE-HWF and TaSHI.



Figure 4: HWF Projects Cluster on EU HPP

4.2.4 Offline dissemination tools

Initial leaflet and roll-up

The **Initial leaflet** of the project serves as an introduction, launching tool to the wide audience. This leaflet will be used in a digital format and later on it can be printed as well, and handed out in events, conferences, personal meetings.

The **roll-up** will be used both in online and personal events. This can serve as a background for an online event, conference, or as a decoration at the entrance of an event and even it can be a background for taking pictures.

End of project booklet for the public

This deliverable (D8) of the project will be a brief summary of the project achievements for the public. This will be created as a 10 pages Laymen report.

5. Communication Plan

Communication activities of the project strongly focus on achieving the highest impact of the action. Coordinated communication activities will be carried out along controlling the following SMART factors:

1. Defining the right key messages: the messages to be transferred have to be accurate and raise interest of the audience
2. Targeted: the audience, target group have to be identified
3. Engagement: effective involvement of stakeholders
4. Measurable: indicators need to be defined in order to be able to measure the progress
5. Flexible: the communication plan is set for the optimal results that can be foreseen and achieved, but when managing communication activities, it is essential to recognise and seize unexpected opportunities
6. Timeliness: a preliminary time schedule based on the project's life cycle.

5.1 Objectives

Communication is a major factor in the lifetime of a project, as a key component it strongly affects the success of the action. Without effective communication actions, key stakeholders might miss important information or communication about the project.

The main objectives of a communication plan are:

1. to define the right target groups;
2. to generate and raise awareness of the TaSHI project;
3. to provide the correct communication tools and channels in order to reach the identified stakeholders and target audiences;
4. to follow a communication schedule, which is strongly related to the project's lifecycle;
5. to be able to measure and evaluate the results of the communication actions.

5.2 Communication channels

5.2.1 The TaSHI Website

The website is one of the most popular and viable communication channels and it is created with the purpose of building an effective communication platform with TaSHI's target audience. We find it essential to offer a positive user experience and a successful website that truly serves our stakeholders resulting in an increased number of returning visitors.

By combining the matching design, icons, titles and headers with an easy to follow menu structure, we aimed to improve a visitor and user-friendly - and at the same time - an informative website (Figure 5).



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HOME

ABOUT US ▼

NEWS&EVENTS ▼

LIBRARY ▼

CONTACT ▼



Latest news

It is our pleasure to inform you that the Task Shifting project launched on the first day of April. Exciting things are being born.

The experts we asked were delighted to accept our invitation. We therefore announce the establishment of the TaSHI Advisory Board.

We invite you to participate in updating the existing tools and methods of task shifting practices in Europe to build together a novel understanding.

Key facts about TaSHI



Duration of TaSHI: 36 months. From 1 April 2021 until 31 March 2024



TaSHI involves 7 partners in 6 countries



The estimated project costs are: € 649 448,27, EU contribution is: 60%



TaSHI will carry out 5 pilot projects in 5 selected countries



Follow our activities in webinars, on the EU Health Policy Platform in Health workforce projects cluster, register to our newsletter, follow us on Twitter



Results of TaSHI will be: A Guidebook of task shifting, 5 Case studies, Set of recommendations for task shifting actions

Figure 5: TaSHI website first version

5.2.2 The TaSHI Newsletter

In the course of the TaSHI project, we are aiming to carry out nine newsletter campaigns. Newsletters are an excellent way for promoting the important messages and milestones of the project, draw attention on upcoming events or inform the audience about a newly published deliverables.

We will follow a flexible structure in our newsletter campaigns focusing always on the main actions, news and key messages that needs to be transmitted to our audience.

We have created a newsletter subscription form that is placed in two places on the website, and it can be easily sent by an email as well.

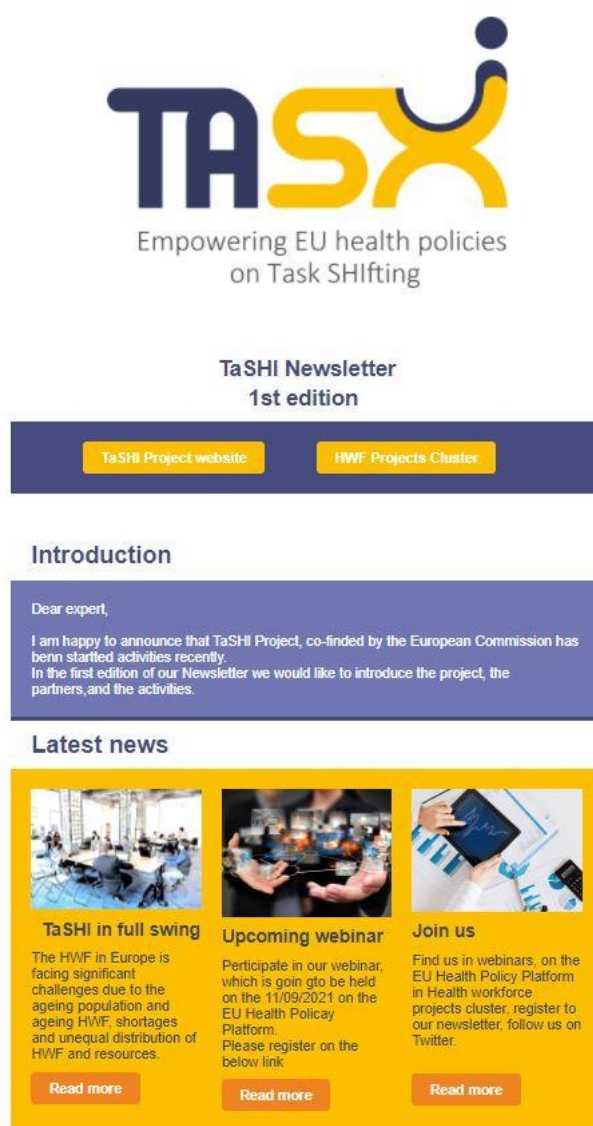


Figure 6: TaSHI Newsletter draft version

5.2.3 EU HPP

As already described above on the EU HPP a new Cluster was created, which is called Health Workforce Projects Cluster. This Cluster gives the opportunity for all five running actions on the health workforce field to share content and provide an interactive channel, an online space to communicate with the registered members.

This is a very important communication channel, as this gathers all information together about the five ongoing actions in the health workforce field. Here moderators can receive and give information and also gain feedback, which helps to improve or make communication activities more effective.



Figure 7: HWF projects cluster on EU HPP

5.2.4 Webinars

In the course of TaSHI project, we are aiming to organise 8-9 webinars. For these online events we are going to use either the Webex EU HPP platform managed by the European Commission, or other online webconference systems (Microsoft Teams, Zoom, etc.).

As webinars belong to a certain kind of personal communication they have an essential importance in the life of a project. Organizing a webinar requires a lot of preparation work, such as finding the relevant topic that arises interest among the stakeholders and of course strongly belongs to the project activities; finding the appropriate speakers, create an

appealing agenda, organise invitations, ensure technicalities and test sessions, run the event and evaluate results.

5.2.5 Social media platforms

Twitter

TaSHI project has its own twitter account. On this social media platform short news and information will be shared with the audience. The twitter link is shared on the TaSHI website and will be added to certain communication items.



Figure 8: TaSHI twitter account

Facebook and LinkedIn

WP2 leader Semmelweis University is using its own accounts on Facebook and LinkedIn to share posts, short messages and pictures about TaSHI project. We will encourage project partners to re-tweet or share the social media posts of the action on their channels.

YouTube channel

For TaSHI using the YouTube channel of the WP leader remains an option throughout the whole action. As the project will have short videos to share with the audience, we will upload it to the channel and share it on the other communication channels. Partners will be encouraged to post the links on their own institutional websites.

5.2.6 Offline channels

As offline communication channels in TaSHI, we will use the Initial leaflet, the roll-up and finally the end of project booklet. In a printed form, the leaflet will be used as hand out materials at personal meetings, while the roll-up can be a design element of a workshop or conference.

Personal meetings might be the richest communication channels, where through immediate personal interactions feedback is easy to receive. These events can be used for both interactive dissemination and communication purposes.

Whenever consortium members participate on events and conferences in the field of health workforce, we all can use the opportunity to raise awareness about the TaSHI project.



TaSHI in its three years long duration will actively search for the answers and solutions by offering:

- an update on the existing tools and methods to support and upscale the implementation of task shifting in EU Member States;
- a novel understanding, new and up-to-date knowledge on task shifting and on transferability of existing good practices in implementation;
- findings of 5 case studies based on hands-on experience from 5 pilot implementation countries;
- fostering knowledge sharing and exchange across Europe on the specific processes and features of task shifting via online events;
- facilitating the dialogues and exchanges between the relevant stakeholders, strengthening governance and stakeholder engagement for transferring and upscaling task shifting practices and policies supporting health reforms for HWF development;
- respect of cultural sensitivity, flexibility and readiness, as well as organizational adaptation to task shifting.

Coordinator: Semmelweis University - Hungary

Partners:

Italian National Agency for Regional Healthcare Services – Italy

Netherlands Institute for Health Services Research – the Netherlands

Ministry of Health of the Republic of Lithuania – Lithuania

Ministry of Social Affairs – Estonia

University of South-Eastern Norway – Norway

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Figure 9: Initial leaflet of TaSHI



Empowering EU health policies on Task SHifting

TaSHI aims to produce useful materials for policy level that foster overcoming health workforce challenges, as well as providing tangible solutions for organizational level e.g. training materials and a task shifting curriculum covering core competencies and skills for the future health workforce, a guidebook including information and experiences of case studies and lessons learnt from real-life pilots.

TaSHI invites you:

- to engage in dialogues for more effective knowledge sharing and exchange across Europe
- to participate in updating the existing tools and methods of task shifting practices in Europe
- to build together a novel understanding and update the good practices of implementation
- to discuss latest findings and lessons of task shifting pilot projects
- to develop useful and tangible outputs on task delegation, substitution, enhancing and advancing roles, or exploiting skill-mix
- to empower stakeholders to strengthen governance and enhance capacity for health workforce policies

Do not forget to “SHift & SHare”

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Figure 10: TaSHI roll-up draft

6. Timeline of dissemination and communication activities

Communication and dissemination WP leader has created a timeline for the dissemination and communication activities of the TaSHI project. We understand that five parallel projects are running in the field of health workforce reforms, therefore we have to plan precisely, communicate clearly and not to risk overloading the target audience.

Based on our previous experiences with the SEPEN joint tender, we can state that there could be a significant overlap in terms of the target groups of the five projects. Lack of coordination of the communication activities and providing a large amount of information, may lead to confusion or drop out of cluster members or important stakeholders.

Table 3-4 present the planned communication activities of the TaSHI project.

M1-M21

Year	2021												2022											
Month	Marc	April	May	June	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	March	April	May	July	Aug	Sept	Oct	Nov	Dec			
Tool	M1	M2	M3	M4	M5	M6	M7	M8	M9	M10	M11	M12	M13	M14	M16	M17	M18	M19	M20	M21				
Initial leaflet and rollup																								
Website																								
Newsletters(9)				1					2				3			4				5				
EU HPP posts			24 annually													24 annually								
Webinars (8)									1				2			3				4				
TaSHI Advisory Board				1			2								3		4		5					
Social media platforms posts																								
Youtube channel update	based on the project's needs																							

Table 3: GANTT M1-M21

M22-M36

Year	2023												2024		
Month	Jan	Febr	Marc	April	May	June	July	Aug	Sept	Oct	Nov	Dec	Jan	Febr	Marc
Tool	M22	M23	M24	M25	M26	M27	M28	M29	M30	M31	M32	M33	M34	M35	M36
Initial leaflet and rollup															
Website															
Newsletters(9)			6				7				8				9
EU HPP posts							24 annually								
Webinars (8)			5				6				7				8
TaSHI Advisory Board		6						7				8		9	
Social media platforms posts															
Youtube channel update															
End of project booklet															

Table 4: GANTT M22-M36

7. Monitoring and evaluating dissemination and communication activities

Monitoring and evaluating dissemination and communication activities are essential. Here we need to define the difference between monitoring and evaluation. While monitoring means the observation of the progress of communication activities and checking how the previously planned schedule is kept, on the other hand when we are evaluating, we examine the results of the implemented actions.

WP2 – with the contribution of WP3 – will closely monitor the implementation of the above showed timeline, the delivery of the events and communication actions. At the same time, we will regularly evaluate the results to see the effectiveness of our actions. Through evaluation of the data, we will track how well the messages and outputs of the project are received by the target audience.

Table 5 summarizes the dissemination and communication channels and their impact on stakeholders for a better overview.

Channel	Policy makers	Non-governmental organisations	EU level actors	Academic level actors	Healthcare providers
Website	High	Medium	High	Medium	Medium
EU HPP	High	Medium	High	Medium	Medium
Newsletter	Medium	High	Medium	Medium	Medium
Social media	Low	Medium	Medium	Medium	Medium
Personal appearance	High	High	High	High	High

Table 5: Impact of the dissemination and communication channels

Tools for measuring the results of the actions

Website

Website traffic will be monitored by the Google Analytics application. This allows WP2 to see the trends in the number of website users, returning users, most popular pages etc. As the project outputs are uploaded with a tracking code to the website, we will have the exact number of the downloads of each document.

EU HPP forum and webinars:

On EU HPP we can follow the answers to our posts, the messages addressed to our project and the increasing number of the network membership. In terms of webinars organised, we will track the number of participants, and we can also draw a conclusion on the visitorship by following the chat window while having a webinar.

Newsletters

Sendinblue system allows us to follow a number of data about a sent newsletter campaign. We will see the number of openers, clickers, number of those who unsubscribed, also the soft and hard bounced rates. We can also check the growing number of newsletter subscribers in the TaSHI contact list.

Social media

In terms of social media activities, we have a number of tools to monitor the effectiveness.

We can collect data for example by checking:

- the number of likes per item
- the number of shares or retweets per item
- number and nature of comments per items

Tweet deck of Facebook insights can be also used for monitoring purposes.



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