

## Health & Care Eco-systems as Drivers for Transforming European Welfare in the 2020s

**PROGRAMME for Online EUROPEAN ENCOUNTER  
on May 31, 2021 from 09.50-15.00h CET**

### Context

The ageing of Europe's population coupled with the scarce economic resources, growing socio-economic disparities and burden of chronic diseases and comorbidities are increasing the demand for health, care and social welfare services. The current public health crisis due to Covid-19 has only accentuated that growing demand while highlighting the vulnerability of the welfare systems all over in Europe.

Accumulation of social problems, unemployment, deprivation or polarisation are examples of 'wicked problems' that policymakers need to tackle. Yet these complex issues do not offer any single, optimal solution. To respond to these interconnected challenges of health and social well-being, a systemic approach is necessary with more effective ways to promote sustainable well-being of our society.

It is widely acknowledged that health policies need to shift focus further from disease treatment to prevention and health promotion, from fragmented care to integration of care and from sectoral silos to interprofessional collaboration. Such a shift is more than about restructuring the systems, services or advancing digital solutions.

It is about a much more profound social change of a complex system; a change in mindsets, values and beliefs on how we jointly frame and shape our welfare systems in the 2020s. It's about turning the current crisis into an opportunity to provide wellbeing for all of us. Health is a public good, it therefore requires the responsibility and action of everyone.

The system transformation will be required simultaneously at micro- meso- and macro- level. Health & care eco-systems play a pivotal role in connecting those different levels, in driving change and ensuring the sustainability of the welfare systems. They provide new roles and opportunities for citizens, customers and patients to engage and to improve their well-being and care for others. At the same time, organizational processes and structures will be touched to respond to those evolving needs and aspirations. New management and leadership capabilities are thus necessary for inclusivity. Finally, regional and local development policies are needed to enhance wellbeing. Private, public and third sector stakeholders will need to work in concert for national reforms and an emerging European coordination framework.

### Triple Objective: Explore – Learn - Contribute

This online event aims to engage an audience of thinkers, influencers and above all doers to collaborate together.

- It explores ways to deal with complexity in health & care eco-systems to enable the transformation of European welfare in the 2020s.
- To make change happen, seminar participants will learn about the crucial role of agency and collaboration of the key actors involved.
- Finally, the event aims to contribute to the development of a strategic innovation agenda for the upcoming European partnership on health & care systems transformation.

## ‘Health & Care Eco-systems as Drivers for Transforming European Welfare in the 2020s’

### PROGRAMME OVERVIEW for Online EUROPEAN ENCOUNTER

- 9.50h**      **Welcome & Introduction**  
Mr. Klaus Niederlander, AAL Programme
- 10.00 – 10.45h** **Exploring complexity - Our European Welfare System House is on Fire**  
**Dialogue between**  
Prof. Eve Mitleton-Kelly, Cambridge University, UK  
Mrs. Riina Sikkut, Member of Parliament and Former Minister of Health, Estonia  
Dr. Oliver Gröne, Co-Chairman of Optismedis, Germany
- 10.45 – 11.00h** **Break**
- 11.00 – 11.45h** **Designing & Framing – Our well-being with more sustainable welfare systems**  
**Panel discussion between**  
Mrs. Sophie Schmitt-Crespel, Seniosphere Conseil, France  
Mrs. Ulrika Leponiemi, Tampere University, Finland  
Mr. Herko Coomans, Ministry of Health, Netherlands  
Prof. Pietro Siciliano, IMM-CNR and National Cluster SMILE, Italy
- 11.45 – 12.30h** **Lunch Break**
- 12.30 – 13.45h** **Learning from Experience – Health & care eco-systems in practice**  
**Three workshops**  
*Eco-system Learning Journey*  
*Health & care data eco-systems*  
*Integrated Health(Social)Care*  
**moderated by:**  
Mr. Victor Haze, Health Valley Netherlands  
Dr. Alexia Zurkühlen, German Health Regions  
Mr. Oliver Stenzel, ScanBalt Network
- 13.45 – 14.00h** **Break**
- 14.00 – 14.45h** **Contributing TOGETHER - Welcome to the Transformation Space**  
Joint session for all event tracks
- 14.45 – 15.00h** **Next Steps & Closing**  
Mr. Petri Uusikylä, University of Vaasa

## ‘Health & Care Eco-systems as Drivers for Transforming European Welfare in the 2020s’

### DETAILED PROGRAMME for Online EUROPEAN ENCOUNTER

#### 9.50h - 10.00h Welcome & Introduction

Klaus Niederlander, Director, AAL Programme

#### 10.00h – 10.45h Exploring complexity - Our European Welfare System House is on Fire

##### *Session brief*

Three complex system thinkers/practitioners will kick off this seminar by sharing their experience and approach in tackling complex issues requiring system transformation. Health & care will be the focus bringing in various complex systems experiences. Through a tri-partite discussion, the audience will hear about how to understand and approach complex problems and systems, e.g. through greater awareness and understanding, through methodology and rigour and above all through personal and organisational experience. Particular emphasis will be put on the crucial eco-system dimension as driver for systemic change at scale.

*Focus:* The People & System perspective: opportunities and needs for systems transformation

*Participants:* Prof. Eve Mitleton-Kelly, Cambridge University, UK  
Mrs. Riina Sikkut, Member of Parliament and Former Minister of Health, Estonia  
Dr. Oliver Gröne, Co-Chairman of Optismedis, Germany

*Facilitation:* Klaus Niederlander & Petri Uusikyla

*Interaction Tool:* Open exchange/discussion

*Audience:* Possibility for online questions to bring into discussion

*Time:* 45 minutes

##### *Topic Issues:*

- Complex systems require multiple views, actors, actions, processes, systems, policies
- Paradigm change to deal with complexity: emergence vs linear planning approaches
- How to go about complex systems: understanding, learning & working in them
- Understanding interconnectedness and path-dependency in health & care systems transformation
- Complexity leadership and system change: how create enabling environments
- From Ego- to eco-system: collective intelligence & action: we are all in the same boat
- The need to go to the edges of the system to become transformative
- YES WE CAN TRANSFORM & ADAPT TO THE WORLD OF THE 2020s with a clear compass & an open Horizon

#### 10.45h – 11.00h Break

## 11.00h - 11.45h **Designing & Framing – Our well-being with more sustainable welfare systems**

### *Session brief*

Despite the differences between national welfare systems, European healthcare policies share similar objectives such as the need to promote healthier environments, to better respond to patients' needs, to advance equal access to services and at the same time to ensure financial sustainability of the system. The key challenge for the future is to find sustainable institutional, organisational and technological policy frameworks that are able to generate better health and well-being in an equal way.

The objective of this session is to explore different perspectives on how to design more effective and sustainable welfare systems without compromising quality or efficiency. Through concrete case examples, we will discuss the opportunities and challenges of novel models to govern complexity and to enhance social and economic sustainability of welfare systems. The session themes are related to effectiveness, resilience, stakeholder engagement, citizen participation and equity.

*Focus:* Dialogue on how to manage and build sustainable welfare systems

*Participants:* Mrs. Sophie Schmitt-Crespel, Seniosphere Conseil - Moderator  
Mrs. Ulriika Leponiemi, Tampere University – Case example Finland  
Mr. Herko Coomans, Ministry of Health - Case example Netherlands  
Prof. Pietro Siciliano, IMM-CNR and National Cluster SMILE - Case example Italy

*Interaction Tool:* Presentation & Exchange

*Audience:* Possibility for online questions to bring into discussion

*Time:* 45 minutes

### *Topic Issues:*

A design approach will be used to link the above examination domains with the key design principles of:

- Desirability of health & care systems: WHY a transformed system? changing values, roles & objectives
- Feasibility: WHAT is required? Technology, finance, organisation, social innovation...
- Viability: HOW to make it sustainable? Different angles of sustainability, social-economic-ecological

## 11.45h – 12.30h **Lunch Break**

12.30h – 13.45h

## Learning from Experience – Health & care eco-systems in practice

### Overall Workshop brief

After having explored and learned about how to confront and transform complex issues and systems, the event participants will work together in smaller groups to apply their own experience and views on sustainable systems with the provided thinkers' and framework design input. Different health & care eco-systems actors will come together in mixed groups to share their stories, provide concrete evidence of change, formulate key concerns and work on a joint perspective for action. A short inspiring summary will be developed by each group at the end of the session to share with the whole audience in the final session.

*Focus:* Stories, Evidence, Passion, Do ability, Perspective

*Workshop Organisers:*

1. Health Valley Netherlands
2. Gesundheitsregionen Deutschland – German Health Regions
3. ScanBalt Bio Regions: Scandinavia, Baltics, Germany, Poland, Russia

*Workshop Themes:*

### 1. Eco-system Learning Journey - Achieving greater collaboration

*Moderator:* Mr. Victor Haze, Health Valley Netherlands, NL

*Participants:* Mrs. Marit Tanke, VGZ Health Insurance, NL  
Mr. Jelle van der Weijde, Regional Development Authority Utrecht, NL  
Mr. Nico de Fauw, In4Care, Belgium  
Mr. Malek Bouhaouala, Ageing Well eco-system Grenoble, France  
Mr. Antonio Lindo da Cunha, Instituto Pedro Nunes, Portugal

### 2. Health & Care Data eco-systems – Evolving together

*Moderator:* Dr. Alexia Zurkuhlen, Gesundheitsregion Koeln/Bonn, Germany

*Participants:* Mrs. Martina Thelen, Gesundheitsregion Koeln/Bonn, Germany  
Mrs. Henrike Gappa, Fraunhofer-Institut, Germany  
Mr. Erik Gehl, Hakisa, France  
Mrs. Conchita Kleijweg, ehealth competence center, Netherlands  
Mr. Rauno Mäekivi, Ministry of Social Affairs, Estonia

### 3. Integrated Health(Social)Care – Making it happen

*Moderator:* Mr. Oliver Stenzel, ScanBalt, Germany

*Participants:* Mr. Hien Nguyen, Novartis, Germany  
Mr. Dr. Eduard Maron, DocuMental, Estonia  
Mr. Niclas Forling, Vaesterbotten Region, Sweden  
Mr. Bengt Andersson, Nordic Welfare Center, Sweden  
Mrs. Miriam Jern-Matintupa, Vaasa Hospital District, Finland

*Interaction Tool:* Online Break-out rooms with work tools

*Audience:* Participation in discussion with online questions and possible direct intervention

*Time:* 75 minutes

### Topic Issues:

- Mental health prevention in practice
- Integrated health & care in practice
- Integrating technological innovation into care
- Health & care eco-systems to deal and overcome conflicts & contradictions between different interests
- Hacking the health & care system for greater resilience and adaptation

13.45h – 14.00h **Break**

14.00h - 14.45h

## Contributing TOGETHER - Welcome to the Transformation Space

### *Session brief*

Complex issues and systems need more space and time to let ideas, thoughts, actions emerge and crystallize out. This final event session will kick off by sharing the essentials of the previous sessions and in particular the workshop outcomes. Participants will then have the opportunity to reflect and exchange on these expressed elements in shaping a joint European action agenda for welfare systems transformation.

Focus:	Bringing it altogether, let it emerge
Audience:	All participants
Interaction Tool:	Experimental
Facilitator:	Klaus Niederlander & Petri Uusikyla
Time:	45 minutes

### *Topic Issues:*

- Participatory Approaches to express freely, feel safe and be part of the experience
- Anticipatory Approaches for greater resilience & autonomy
- Moving together to the edges of our health & care systems

14.45h-15.00h

## Next Steps & Closing

Petri Uusikyla, University of Vaasa, Finland

May 28, 2021

## ANNEX 1

### About the Panelists & Workshop Participants

#### Exploring complexity - Our European Welfare System House is on Fire



**Riina Sikkut** is a first-term Member of Parliament and belongs to the Finance Committee and the European Affairs Committee. She is a former Minister of Health and Labour. Health policy analyst by training, she worked in the Government Office and think tank Praxis before her political career. In her previous roles she has analysed the financial sustainability of social security systems, headed long-term care task force and participated in remote services evaluation committee to support digital innovation.



**Oliver Gröne, PhD**, is Vice Chairman of the Board at OptiMedis AG, responsible for the areas Analytics, Research & Innovation and Organization. He is also Co-Founder and Director Population Health of OptiMedis-COBIC UK. From 2011 to 2015 he was Senior Lecturer in Health Services Research at the London School of Hygiene and Tropical Medicine, where he developed new methods for assessing and improving the quality of care. In addition, he worked for many years for the World Health Organization Regional Office for Europe where he led the “Quality of Health Systems” Programme.



**Eve Mitleton-Kelly, PhD**, has been a part of the British Civil Service, Dep. of Trade & Industry (1967-1983) where she was involved in the formulation of UK and international policy. Moreover, she has an extensive academic career having worked at the London School of Economics, the OU, and Cambridge University. She is the Founder & Director, Complexity Research Group (1995-2017), and Senior Fellow in LSE IDEAS, Centre for the Study of International Affairs, Diplomacy & Strategy, London School of Economics. She is an international speaker and teacher and has developed a methodology based on complexity science.

## Designing & Framing – Our well-being with more sustainable welfare systems



**Sophie Schmitt** is the Founder & CEO of Seniosphère Conseil, and she is a recognized expert in [strategy and marketing for the Senior and Baby Boomer markets](#). Since 2006 Sophie has advised multinationals across Europe and North America on the implications of the ageing population and the challenges & opportunities it presents. Sophie lectures at European Business schools and she is an [expert at the European Commission](#) on several projects of the DG Connect. Sophie is a graduate of EM Lyon and holds a Master in Social Sciences from

University Paris 10.”



**Ulriika Leponiemi, PhD**, is a Doctor of Administrative Sciences in Tampere University, Finland. Her research interests include public administration, organization and development of public services. She has studied how public services could be organized effectively by taking into account local residents in decision-making. Currently, her research project explores how to build a model for active RDI ecosystem in social and health care sector, which will renew and catalyze impressive customer-oriented, integrated and digital services to Tampere

region in Finland.



**Herko Coomans** is a digital health policy coordinator who builds international alliances and partnerships at the Netherlands Ministry of Health, Welfare and Sport in The Hague. He spent 2013-2017 creating and enabling the National Health Information Council, the ‘whole system in the room’, public-private governance council setting the course for patient access, interoperability and health information exchange in The Netherlands. He has 15 years' experience with e-government development, but has found his heart is in digital health and

innovation.



**Pietro Siciliano, PhD**, has a degree in physics in 1985 from the University of Lecce. He took the Ph.D. in Physics in 1989 at the University of Bari. He is the Director of Research at the Institute for Microelectronics and Microsystems at CNR in Lecce, where he has been working in the field of Sensors, MEMS, Microsystems, Multifunctional Smart Systems Integration and Digitalisation, being in charge of the Sensors and Microsystems group. He is President of INNOVAAL scarl, the Technological District on Active & Assisted Living, and

President of the Italian Cluster on “Smart Living Technologies (SMILE)”.



## Learning from Experience – Health & care eco-systems in practice

### Workshop on Eco-system Learning Journey



**Victor Haze** has been working in ICT and project management roles for 26 years. He engaged with customers and organizations within Finance, Energy, Oil & Gas, Governments and Healthcare. In 2014 he started working in a LSH cluster role as Innovation Manager. Recently he accepted the role of International Ecosystem Director. He is a Master Trainer and Global coach of Strategy Tools, a truly global community, where he focuses on the development of the paradigm shift of Triple Helix towards a pentagram Supercluster.



**António Lindo da Cunha** is Executive Director of Automatics Lab (Instituto Pedro Nunes) and Board Member of Cáritas Diocesana of Coimbra. He has over twenty years of technical and business experience in driving R&D(&I) contracts for creating tangible economic and social value. Startup founder creating one of the first companies in the world dedicated to develop and commercialize driverless vehicles for people transportation (Critical Move S.A.). Degree in Electrical Engineering from the University of Porto and Master in Innovation and Knowledge Management from Aveiro University.



**Nico De fauw** is the CEO of In4Care, a dynamic and creative membership organization of more than 350 healthcare actors, start-ups, companies and partners in Belgium, who jointly realize innovations in healthcare and welfare. At the same time he also manages BC10, a subsidiary of In4Care, which provides work and meeting space for many organisations in the sector.



**Marit Tanke, M.D., Ph.D.**, is head of Strategy & Innovation at cVGZ, health insurer, in the Netherlands. Previously, she served as deputy chief of the Celsus Academy of Sustainable Health Care, a collaboration of the VWS Dutch Ministry of Health, Welfare and Sport and Radboud University Medical Center Nijmegen, with a research portfolio focused on outcome measurement and value-based purchasing strategies, health policy, healthcare reform, reimbursement design, and large-scale healthcare transformations.



**Dr Malek Bouhaolua** is Associate-Professor in socioeconomics of sports at the University of Grenoble Alps in France. His interests concern entrepreneurs' behaviours and ecosystem innovation in sports and sport tourism. He published a book on management of small business in sport recreation and numerous papers on economic behaviour in sport and sport tourism. Currently he conducts a research program on ecosystem collaborative innovation in the mountain sport tourism industry. He also collaborates with experts in scientific program on

Ageing Well Ecosystem in Grenoble.



**Jelle van der Weijde** has a long experience in healthcare and started as a nurse in hospital care and management. After almost 20 years he changed his career towards the healthcare industry and worked in Hewlett Packard Medical, Philips Healthcare and Tunstall Healthcare in sales and market development. Presently he works in ecosystem and economic development to transform Healthcare in the province of Utrecht, first in the Economic Board Utrecht and now in the regional development agency ROM Utrecht region.

### Workshop on Health & Care Data Eco-systems



**Dr. Alexia Zurkuhlen, PhD**, is Deputy Board Member of the Network of German Health Regions (NdGR), Managing Director of the HealthRegion CologneBonn (HRCB) Projekt GmbH and Head of the gewi-Institute for healthcare studies, a non-profit research organisation. Within these organisations, Dr. Zurkuhlen is supporting the development and implementation of projects focusing on patient-centred innovations in healthcare as well as regional, networking endeavours of members of health ecosystems.



**Rauno Mäekivi** currently serves as a digital development adviser at the Ministry of Social Affairs of Estonia. His previous experiences include working for the Government Office of Estonia on a task force for reducing care burden and working for the Estonian Health Insurance Fund on modernizing primary health care services. He has also worked as an early stage researcher at Tallinn University of Technology, focusing on science and technology policies to spur innovation and tackle societal challenge.



**Eric Gehl** is president and co-founder of Hakisa and Co-Chairman of the Executive Board of Joint-Venture Facilien since 2014, a digital platform for Silver Economy and e-healthcare Service Providers. Eric also served during 20 years in various executive and operational roles in the Telecommunications and Digital Media industry. He started his career at Munich-based Siemens AG, joining in 2001, Steleus SA in Lyon as COO, moved to the US based Tekelec Inc in 2005 as President & General Manager, back to French based Total Immersion in 2008 as COO.



**Conchita Kleijweg** is a member of the Management Team of Nictiz, the national competence center for interoperability in the Netherlands. Conchita has been chair of the Dutch HIMSS Community since 2018 and has been a member of the Dutch HIMSS Community since 2016. She is also a board member of the HIMSS EMEA Board of Advisors. Conchita studied Sociology in the Netherlands with research in France and Cuba and has worked in the field of ICT since 1998. The last 13 years she has focussed on innovation in healthcare with ICT and technology.



**Ms. Henrike Gappa** has a Masters Degree in Special Education (Lesley College, Cambridge, USA, 1984) and the first state examination for teachers of children with special needs (University of Cologne, 1986). Since 1986 she has worked in different research organizations like the University of Cologne with focus on computer-aided intervention for people with special needs. At the Fraunhofer Institute for Applied Information Technology FIT, she is currently a senior researcher involved in several national and European research projects related to Web accessibility, usability and e-health. Her key working areas are

user requirements engineering and design of multimodal user interfaces for people with disabilities and older persons.



**Martina Thelen** manages the office of the network Gesundheitsregion KölnBonn e.V. (Health Region Cologne Bonn) since 2015. Ms Thelen is a trained nurse; she studied Public Health at the HAW Hamburg and Epidemiology at the University of Mainz in Germany.

### Workshop on Integrated Health(social)care



**Oliver Stenzel** is Board member of ScanBalt MTÜ /Head Digital Working Group and the Director of Director Network Research and Development Novartis Germany. Previously, he has worked in the German Academic Hospital Association representing the interests of the Association in the area of health research.



**Dr. Eduard Maron** is professor of psychopharmacology at University of Tartu, visiting professor at Faculty of Medicine, Imperial College London, and head of Research and Innovation Service in West Tallinn Central Hospital. He is also DocuMental founder and CEO ([www.documental.ee](http://www.documental.ee)). He has clinical experience in psychiatry for over 20 years. Dr Maron is author of more than 60 scientific publications and 4 book chapters in psychiatric area In 2011 he was awarded The Estonian National Science Award in Medicine



**Mirjam Jern-Matintupa** is the Organizational Change Director for the Aster Bothnia project at Vaasa Hospital District. The project aims to achieve more common processes in the area of health and social care, implement a joint client- and patient information system. She is a physician from the University of Helsinki and has also completed a Master of Public Health at Imperial College, London. Since 2014 she has worked on projects regarding digital transformation and innovation in healthcare, both on European and national level in Finland.



**Bengt Andersson** is Senior adviser welfare technology, Nordic Welfare Centre. Holding the title of Senior Advisor, Bengt is responsible for the combined Nordic efforts within health and assistive technology. Placed at The Nordic Welfare Centre, Bengt has the professional and budgetary responsibility for all projects and initiatives that are introduced within the welfare technology. The area receives its mandate from the ministerial councils or directly from the five Nordic governments.



**Hien Nguyen** studied pharmacy at the University of Hamburg and has a Master's degree in law (LL.M pharmaceutical law) from the Philipps-University, Marburg. From 2015 to 2019 he worked as Strategic Lead Contracting at DAK-Gesundheit, one of the largest statutory health insurances in Germany. He was responsible for the alignment of contracting strategies with company goals and acted as lead negotiator for rebate contracts. He joined Novartis Pharma in 2019 as Key Account Manager for health insurances, physician associations and their

respective umbrella organizations.



**Niclas Forsling** has been working as the Programme Manager for Healthcare and care through distance spanning solution 2018-2021 (VOPD), during the last 3,5 years. VOPD is a collaboration involving all Nordic countries and partly Baltic states (Estonia). Niclas is today employed by Centre for rural medicine, a R&D unit within the Swedish Region of Västerbotten. His background is rooted in innovation and was previously employed by the Nordic Council of Ministers Secretariat, working with coordination of Policy Area Innovation within the

Baltic Sea Strategy.

## Event Moderators



**Klaus Niederländer** is the Director of the Ambient Assisted Living (AAL) Association, a European public partnership focusing on active & healthy ageing with support of digital-based solutions. Mr. Niederländer has 25 years of management experience in dealing with socio-economic transformation issues including SME development in Sub-Saharan Africa and the promotion of the cooperative enterprise model in renewable energy, healthcare and education in Europe. Since 2016 his work focuses on challenges and opportunities of an ageing society, in particular in health & care, with a focus on bottom-up self-organisation models.



**Petri Uusikylä, PhD**, has over 25 year's of experience in public policy related research, capacity building and evaluation. He is research director at at University of Vaasa (Complexity Research Group) and co-founder of Frisky & Anjoy. Petri is also chairman of the of the Finnish Section of the International Institute for Administrative Sciences IIAS and Board Member of the Finnish Evaluation Society. He has a comprehensive list of publications in the fields of innovation policy, systems analysis and complexity research, regulatory impact assessment, public budgeting, policy evaluation and methodology as well as European policy-making and public managements reform and development aid.

## ANNEX 2

### Event Organizers

**University of Vaasa (Finland):** The Complexity Research Group of the University of Vaasa is a multidisciplinary research group focusing on the study and analysis of complex and wicked social phenomena. The group's major objective is to bring together, strengthen and expand complexity research that responds to the multi-level challenges of modern society. They are currently implementing a research programme (IRWIN) on Information resilience and health care & welfare reform financed by the Academy of Finland.

**University of Tampere (Finland):** Tampere University brings together research and education focusing on technology, health and society by exploring novel solutions for improving well-being and sustainability of societies. Sustainable Welfare Systems (SWS) is a profiling initiative aiming to strengthen University's research profile on health and welfare systems research by providing an arena for working across disciplinary and organizational boundaries.

**ScanBalt (Estonia):** ScanBalt is a regional innovation network that brings together academic and industrial research, university hospitals and non-university research institutions, study centres and highly specialised suppliers in the pharmaceutical, biotechnology and medical technology sectors from different Scandinavia and Baltic states as well as Northern Germany, Northern Netherlands, Poland and North-West Russia.

**Health Valley (The Netherlands):** Health Valley Netherlands is the largest LifeSciencesHealth network in the Netherlands. The network unites companies, care organisations, knowledge institutes and authorities, and enables them to grow stronger together with a network of some 220 partners, from corporate, universities, healthcare organizations and government. Health Valley has a focus on medical devices, personalized medicine and digital health.

**German Health Regions (Germany):** Represents 22 member regions gathering over 2,000 health industry and/or health care institutions. German Regions4health has a focus on initiating and supporting initiatives that promote innovative solutions for better health, improve quality of life and enable wealthy prospects for the economy.

**AAL Programme (Belgium):** The Active and Assisted Living (AAL) Programme is a European public funding programme to support innovation for improving the quality of life of older adults, for strengthening industrial opportunities in the field of assistive technologies and for contributing towards more sustainable health systems. AAL funds, supports and accompanies projects that aim towards developing market-ready digital-based products and services for older adults. Each project involves SMEs, research bodies and end-user organisations. Since 2008, the AAL has funded over 260 projects.