

Ecosystem Support Action

Final Report of Phase 2 (January-October 2022)

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1. Executive Summary

Ecosystems, their workings, origins and developments are a relatively new way of looking at major systems as they are all around us.

The ecosystemic dimension for Health and Care systems was therefore also introduced as an objective of Phase 2 in the ecosystem support action from the AAL.

The shift from project-based evaluation to the impact in various ecosystems around the European partnership has been the subject of this journey starting 18 months ago.

We carried out two major tracks to work on this integrative transition.

First, we held a series of interviews with various stakeholders to work on the mutual definition of the framework. When that definition was established, we worked it towards several AAL projects by means of a mutual workshop.

There we found that albeit very different backgrounds there is still a common factor emerging when speaking about ecosystems. All participants can relate to that principle.

The same effect was noticeable in the online workshop setting we engaged in several times. By designing the ecosystem and taking the group to a series of exercises we were able to create a level playing field with all the participants across different levels of experience and expertise. It resulted in a number of great visually appealing mappings of various ecosystems. These are easily used and understood by new onlookers which is of course very beneficial to the further discussion and dissemination of the newfound knowledge and insights.

Nothing works better though than being able to discuss live the actions and debates that are emerging when you place the people in the room. We saw it in Denmark, we saw it in the Health Valley Event in Nijmegen and we definitely saw it last October in Gdansk during the EWAHA.

Although the duration was a little short in Poland, the preparatory interviews and profiles provided a lot of information to discuss and work with. We later also extended that into other adjacent workshops around the THCS partnership initiative for instance.

Some of the key learnings from all this for the AAL2 programme and the THCS partnership are easily summed up in the following words: Trust and Collaboration.

Open Innovation can only be achieved after establishing a level of trust that enables the sharing of ideas, experience, and expertise in a way that new ideas, joint concepts and collaborative actions, projects and other forms of exchanges emerge.

The learnings of this 18-month ecosystem journey can certainly provide useful knowledge and information, networks, and partners as well as guidance for the ongoing AAL projects and for the new partnership on Transforming Health and Care Systems.

Active and Healthy Ageing forms an important and integral part of any health & care strategy agenda of the over 20 regional ecosystems we have engaged with. It's time to integrate systemic innovation in terms of new technological, organisational and people processes as well as more system-wide collaboration between the different actors and beneficiaries, in order to preserve and advance high-quality, affordable health & care services.

2. Integrating ecosystem thinking into AAL projects

2.1 AAL call brief on ecosystem dimension

The last two AAL Calls in 2020 and 2021 made reference to the importance of ecosystems for the deployment of AAL solutions by integrating this dimension into the call's objectives:

“Supporting the public health and care systems, contributing to the creation/strengthening/connection of healthy ageing ecosystems and promoting the development of digital literacy among the end users.”

Looking at the feedback we have received from the participants after EWAHA and earlier in the interview and profiling rounds we can conclude that these objectives are being more and more taken into account. Although it obviously is never finished, a good basis has been established.

We have moved through the process from creating to strengthening existing to connecting mature ecosystems. In the first part of the call, little was known, and participants were a bit reluctant to dive into this new subject matter for some.

Many are under the impression ecosystems are ‘well-known’ because they are all around in conversations. This could not be further from the truth. Ecosystems are very complex in nature, and it takes (even more) time than one can imagine in the beginning.

Taking this into account it is fair to say that ecosystem design is more time consuming than initially was planned for.

In the second phase of the project timeline we also came to the realisation that it is not so much a question of designing the ecosystem, but much more the journey along the boundaries of an ecosystem. The journey or the emerging of the ecosystem only then materialised when there was enough time to contemplate what the players and boundaries of the system were once we started our conversations.

2.2 AAL project workshop on ecosystem thinking

In September we organised a workshop in Brussels for a number of stakeholders in various AAL projects from Call 2020/21. We took them through a series of workshop related exercises to investigate how ecosystem thinking can be integrated into their respective AAL projects.

First, we presented some of the main insights we had developed over the first and second phase of the project. The presentations took them shortly through the earlier phases and gave a first introduction to the ecosystem journey thinking we have developed so far.

We also held a plenary discussion on the definition of an ecosystem. During the discussion we captured as many of the remarks as possible on a digital whiteboard. One of the main issues that come forward concerned the different funding aspects; funding of projects, companies, funding between partners, finding investors, different goals and ambitions between universities and spin-offs for instance. The list is quite extensive. (see Annex 1 for example)

We know that launching a health-related product or service requires a lot of preparation and dedication to get to the market eventually. So, in this workshop we gave some examples on how other health related ecosystems have support in place to help new products and companies to the market.

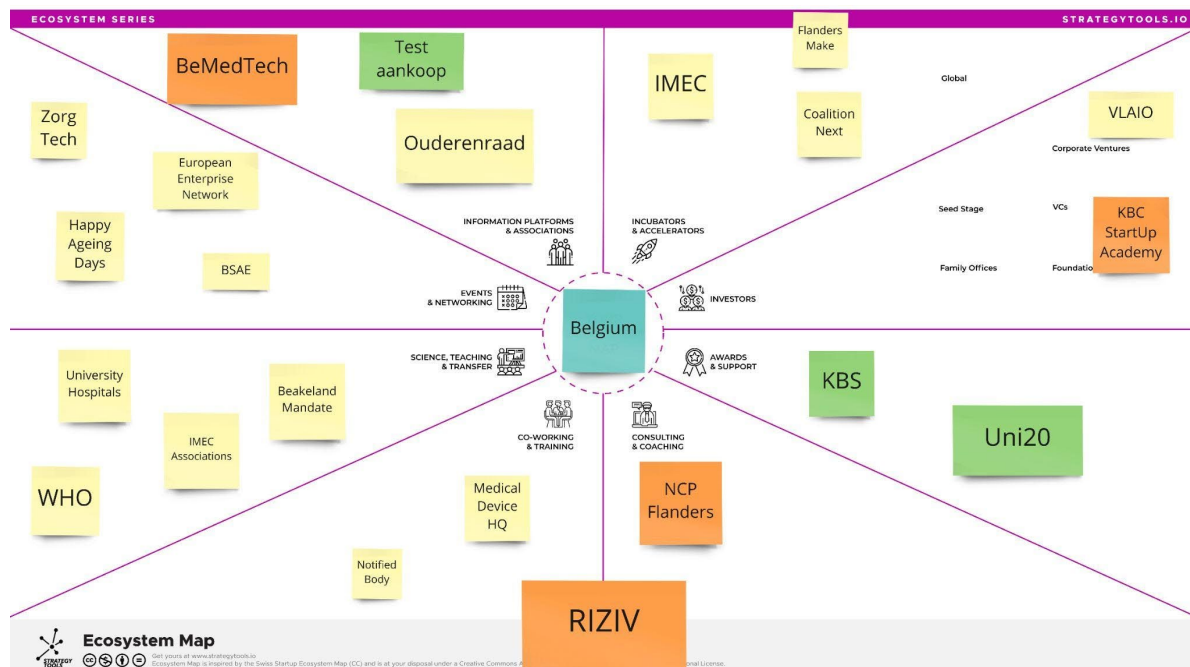
In the workshop we helped participants get a clearer picture of the larger ecosystem, of which they are a part of. This will support them in developing their strategy to further reach out to other parties and to make use of their own existing ecosystem. We looked at various levels within one's ecosystem at macro-, meso- or micro level. We took the group through these various steps and decided on which level they wanted to make their first iteration.

Finally, we provided the group with additional context and background understanding on integrating and strengthening their own ecosystems. Some of the issues mentioned below were used to give a more concise perspective.

We recognize some, not all, of the underlying issues for a number of participants. In order to have the maximum benefit for the group we adapted them accordingly.

Ecosystem & Accelerators – challenges and strategies

- Ambition & strategy (theory)
- How we are building value (theory)
- Definitions (theory)
- Triple helix vs Pentagon (theory)
- Supercluster: Launch (theory)
- Supercluster: Intro (theory)
- Ecosystem Map (work)
- Ecosystem Shakers Map (work)
- Cluster Landscape Map (work)



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¹ Strategy Tools Ecosystem Map; general overview for an ecosystem mapping, entry level. You can find the template [here](#)

We provided analogue and digital versions of the tools mentioned above. We worked mainly in small groups, based on experience and sharing of knowledge and expertise.

2.3 Learnings from workshop

We had to adapt the workshop to an introductory level within the larger journey of ecosystem building. It is always difficult to assess the level of experience of the participants beforehand. So, we are always looking to the input and challenges of the participants to adapt the content where necessary. We wanted to make sure they can use the results of this workshop in an iterative way.



The participants came from very different organisations so it was a bit difficult to find an overarching ecosystem that all the group members could relate to.

In the end it was clear that the group from Belgium could relate on a national level and made the ecosystem mapping accordingly.

Learning point here obviously is to have a more homogeneous group with a shared background or find another level of analysing the ecosystem.

It is even feasible to have participants from the same project do an analysis on their own ecosystem. Even if this means that there is only one or two members in that group. This is not preferable, but it would result in an analysis of the system they are most familiar with, which will lead to a more in-depth overview.

After the groups worked on their specific questions, they had one person present the 'storyline' to the rest of the group. In this way the learning curve is larger because other participants, not part of the initial discussion, can still listen and learn from each other. It also provides the time and opportunity to place some well thought out questions and remarks as the onlookers have literally a different perspective than the respective project group.



In summary, when organising an ecosystem workshop with project participants from different projects and countries and different levels of system understanding, a few practical rules and principles can be helpful as learnings from this first workshop:

1. To get people comfortable to think and act on a system level, start with an introductory round about individual experiences of being part of an ecosystem or how they see their AAL project being part of a wider health & care ecosystem.
2. Provide some practical examples of health & care ecosystems around Europe deriving from ecosystem interviews and workshops, to better define or describe what an ecosystem is.
3. Get people quickly into workgroups to make practical use of the ecosystem strategy tools like doing a mapping of one's ecosystem around the concerned AAL project or define possible strategies in integrating the AAL project within their wider ecosystem.
4. Exchange about the different approaches and learnings in the different workgroups.
5. Define next steps in bringing the ecosystem dimension within their AAL projects.

2.4 Recommendations for continued AAL project reviews

Given the integration of the ecosystem dimension into the latest AAL 2 call texts and based on the experience of the pilot workshop with selected ongoing AAL2 projects, the Inclusion of a section on ageing well/health & care ecosystem awareness into the project reviews is suggested.

The following possible questions could be put forward during the mid- and end-term review:

- Can you describe in your own words your current awareness and understanding about the respective wider innovation ecosystem you are operating in?
- Have you undertaken a mapping of the various actors within your ecosystem with which possible results?
- To what extent have you built in an ecosystem strategy for your envisaged service/product prototype?
- How do you plan to make use of your wider ecosystem following the end of the AAL project?

Based on first project review meetings, such questions can be further developed.

3. Supporting regional health & care ecosystem building

3.1 A structured ecosystem support approach

- *Emerging ecosystem support process*

As we were working through a series of conversations with the various regions and stakeholders in the different regions in the EU, we noticed that the frameworks we had used earlier were shifting. In a first version of the project line, we had a clear, step-by-step approach where there was actually little room for adaptation. It was still very much based on the linear structure of solving problems. In the second phase we found that we needed more adaptability to the various groups and their differing experiences. We were able to make more use of personalising the experience based on the group we were dealing with.

Needless to say, that this was a very big advantage to the project, but also for the effectiveness of the respective workshops.

- *Example of online workshops; Ageing @ Coimbra*

We worked extensively with the Coimbra ecosystem on three occasions. Twice online and finally also during the EWAHA in Gdansk.

Here we will reflect on the second online workshop we did with this ecosystem from Portugal.

Ageing@Coimbra is a consortium comprising over 70 institutions that develop innovative practices to support Active and Healthy Ageing (AHA) in the Centre Region of Portugal (2,243,934 inhabitants with 530,423 aged 65 and over). Ageing@Coimbra partners support a regional network of stakeholders that build a holistic ecosystem in health and social care, taking into consideration the specificities of the territories, living environments and cultural resources.

In their first workshop we really focused on mapping the synergies between the different partners. Using the ecosystem definition discussion, we quickly formed an overview of the whole system.

After moving past this defining point in the ecosystem journey, we were able to dive deeper into the first series of challenge related lines of questioning and probing this specific ecosystem.

This led to a lively discussion on the key challenge of leadership issues that were identified. This is a really good example of how the focus shifted a little more from the linear line to the flexible line.

So instead of holding on to a programmed set of sequential steps we were able to adapt to the needs of the ecosystem at that point.

This is always a possibility to remain open minded as the workshop unfolds. To make the workshop successful and effective it needs to be geared to the needs of the 'customer'. Although this may sound like the obvious, there are more than enough examples where this was not the case unfortunately.

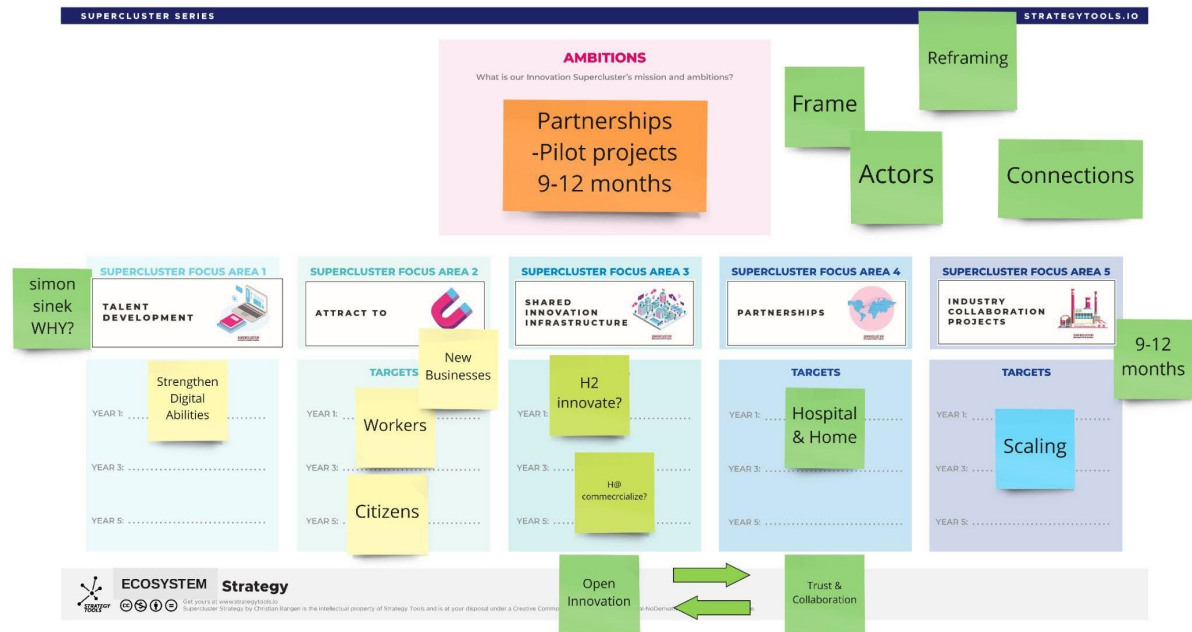
- *Example of Health Valley event*

In March 2022 we held the three-day conference of Health Valley Netherlands in Nijmegen. We were able to attract a significant group of AAL ecosystem participants to the venue and held a series of 4 workshops during the three days.

This was a very intensive way of working, but the results and connections made there, were very detrimental to the further development of the network that continues today after the equally successful EWAHA event just last October.

We were able to further build and strengthen a number of ecosystems through these events. One notable example of this collaboration was the Active Lancashire participation in Nijmegen as well as Gdansk.

they would like to explore. From the fifteen options presented to them, only five are on the canvas. It means deliberate choice in addressing funds, capabilities, and knowledge.



³ The strategy from the Godstrup hospital ecosystem.

After choosing the five areas the participants also need to make projections in time for results in year 1,3 and 5.

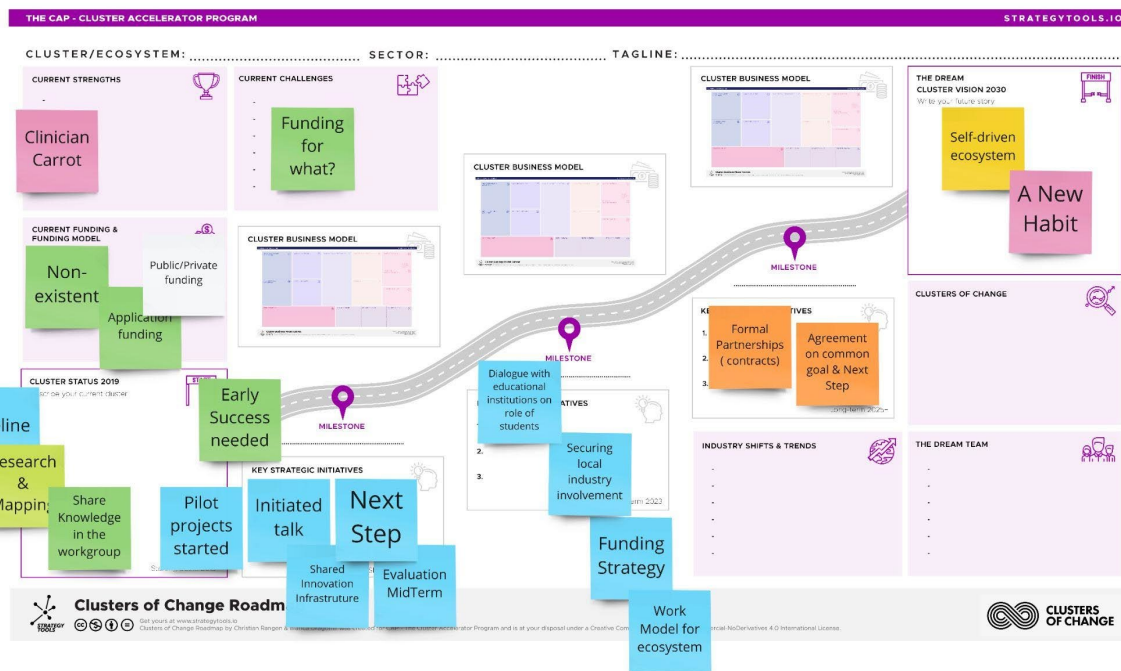
This way they are prepared for the third step in the process; the long-term roadmap of the ecosystem building. After initial players follow the strategy and lastly the way forward to actual execution and implementation of the strategy.

Needless to say that this pressure cooker setting in three hours can only be a taster to a larger needed effort in supporting the various participant stakeholders in such a system. Preferably such a session is part of a longer repetitive process where at certain intervals these discussions and workshopping is repeated.

This repetition is necessary because sometimes circumstances change or the group of stakeholders change so that a new view on the situation can be assessed. This way a new image is constructed but it is built on the previous experience. This is beneficial to understanding the developments in the ecosystem.

The new constructed environment can be a fresh start to continuing the journey of ecosystem development. You find the example roadmap for the workshop below.

³ The Supercluster Strategy canvas by StrategyTools. You can find the template [here](#).



⁴ The Roadmap from the Godstrup ecosystem.

3.2 Learnings for future ecosystem system building support

- *Emerging ecosystem development process*

As we are working more and more with the different ecosystems there are two main development cycles emerging. First was the linear approach of the various phases that we can use in order to analyse the ecosystem and bring forward some of the developments that they might need in order to flourish in the future. We basically had a step-by-step manual set out to work through.

You can see the example of this MIRO board we used for this in the **annex 3**. The EcosystemDesign MIRO Board is exactly as the title suggests a very rugged, start to finish approach.

The second iteration that we used in this phase was more lined up with the needed flexibility of the different groups and the different questions/ challenges that they might have.

Therefore, we used a second type of framework in which we were more versatile in adapting to our 'customer' ecosystem.

We more or less asked up front what the issues were, they wanted to address before we started working on it with them. This needs an approach-based example II MIRO board, defined as Ecosystem Challenges you can find in the **Annex 4**.

Here you can see we still use various vertical phases for specific types of challenges, but we can go deep into the subject matter before moving on to something else if needed. In fact it offered us the possibility to start with the challenge that the ecosystem deemed as their highest priority.

- *Combination of learning & doing together*

The workshop form that we have used over this last period is very much geared towards hybrid groups of participants. We know to expect different experiences in different participants to be able to adapt the workshop to their specific needs and wants.

⁴ The Roadmap Canvas by Strategytools. You can find the template [here](#).

This makes it flexible and most effective to the group that we have in the room. We can adapt to the group.

This learning capacity and capability building not only applied to the different groups but also for the project team. In a sense as we were moving through the project timeline it was a constant learning and doing together. Not only between and within the groups, but also between the participants and the facilitators and even among the facilitators themselves.

We think it is fair to conclude that the learning curve applied to all relevant partners and stakeholders within this project.

4. Fostering European collaboration between regional ecosystems

4.1 Interviews with regional health & care /ageing well ecosystems

In preparation of the EWAHA we asked several EU regions to give us some information regarding the profile of their ecosystem.

We received some 18 documents from them with specific information about their ecosystems. They mentioned that the challenges that they face as a society has led to most of the organising in the various ecosystems.

Part of the answer to the challenges lies in the development of innovative healthcare solutions in a partnership between the healthcare system and private companies, supplemented by contributions from university research and organisations within the life science sector.

Most systems are very well matured. They have partner numbers mostly more than 100 members, which is a decent size for a network to thrive. Smaller numbers of partners might result in less ability to form a significant force of change.

Not only the size of the network is important but also the number of external relations a network ecosystem has. From the profiles the trend emerges that more successful ecosystems tend to have more outside connections into other types of organisations, like for instance the CORAL network in Brussels or participation in the ERRIN (European Regions Research and Innovation Network).

Almost all ecosystems mention they have a quadruple helix type of stakeholders active. No network mentions they are still a triple helix. None of them mention the pentagram model with VC funding on board. Although there is mention of one ecosystem that is starting to experiment with his own accelerator program to incubate new innovation and amplify proven impactful approaches across the region, they are active in.

Both of these discoveries are interesting and deserve further investigation.

Another interesting difference in all the profiles is the difference in levels of formal structure and governance. Some are very strict in rules and regulations based on organisational structures engulfed. Some appear much looser and bottom up regulated. This was not the focus in this support action, but again the differences are striking and warrant perhaps further analysis.

Some of the most prevailing remarks that come from the various profiles we received over the course of this project are mentioning the following.

- Collaboration
- Trust
- Framework
- Platform

RIS3 Smart Specialisation Strategy is often mentioned as a guiding principle but also national strategies and action plans can form the basis of the ecosystem strategy.

Almost all mention that from the beginning there is a core of partners that initially formed the ecosystem from the start. Often started in academia and/ or hospital settings, now all ecosystems mention the participation of companies and other institutions.

4.2 Outcomes of ecosystem workshop at EWAHA in Gdansk

The workshop formed part of the AAL ecosystem support action for ageing well & health & care in 2022, which has three main objectives:

1. Embark on an ecosystem learning journey for greater system awareness and learning in practice
2. Develop collaboration opportunities for regional ecosystems around Europe
3. Provide recommendations for public funding tools about (eco) systemic innovation support, based on AAL Programme experience

The workshop was split into two 45-minute sessions focusing on a number of interaction tools to provide maximum participation opportunities for the workshop participants with concrete outcomes/recommendations.

Part one of the workshop focused on two elements:

1. Creating a common interaction level through joint ecosystem awareness: seeing & sensing exercise
2. Bringing forward common areas for collaboration between the different ecosystem participants from around Europe: crystallising out collaboration opportunities through work groups

Part two of the workshop focused these elements:

1. The way forward for European ecosystem collaboration and how to make best use of available EU support programmes: feedback from workgroup leaders
2. Development of recommendations for providing enabling environment for ecosystem development with particular focus on public funding support: group interaction exercise

We worked in four groups.

- 1) Integrated care continuum
- 2) EU collaboration projects
- 3) (Y)our Ecosystem Journey
- 4) User/ Citizen driven culture

We had a number of emerging outcomes:

1. Working together on ecosystemic innovation for ageing well
2. Emerging leads/project ideas for European ecosystem collaboration
3. Shared experiences, ideas, thoughts, and expressions for providing ecosystemic innovation support in Europe

The following paragraphs give us some representations of the feedback we received from participants after the Gdansk conference.

Regarding the ecosystemic approach we communicated in the workshop, some still felt that there was too much emphasis on the healthcare aspect. Most of the clusters in the discussion this participant met were hospital related or used a hospital perspective. Several times the ecosystemic part was mentioned and also the citizen perspective that needed to be included. Unfortunately, this was not always the case.

Empowerment and a more holistic approach are needed. Just a focus on diagnosis and illness will not make the ecosystemic approach a success. Working with anchoring and insight which are the first steps in the roadmap will make your ecosystem journey successful.

The focus on eco-systems seems a viable approach. The maturity levels in the different discussions were very different and it becomes apparent in hindsight that this is still grounds for discussion and more effort needs to be placed on creating level playing fields on all aspects of such a systemic framework and methodology.

5. Learnings & Recommendations on ecosystem building

5.1 Tools & Processes

When we started on this ecosystem building journey, it was still the impression that we could ‘design’ the ecosystems before they emerged and that we reached the destination before we ever set a first step outside.

What we mean to say is that the project was more like a journey and that building was more like watching it emerge.

But still we needed to use a number of different tools and methodologies to reach that destination we are at for the time being.

Without an attempt in being complete below are some of the major methodologies that we used in the course of this project.

- *Liberating Structures*

Via their website <https://www.liberatingstructures.com/> you can find a plethora of different workshop formats free to use in almost all different circumstances and combinations.

Following is from their introduction page on the website:

“Every person interested in leading change—in schools, hospitals, foundations, agencies, and businesses—can use Liberating Structures to generate innovation and great results.

Liberating Structures are easy-to-learn [microstructures](#) that enhance relational coordination and trust. They quickly foster lively participation in groups of any size, making it possible to truly include and unleash everyone. Liberating Structures are a [disruptive innovation](#) that can replace more controlling or constraining approaches.”

Some of the go-to exercises we have used over the course of the project are 1-2-4-All, Open Space and Improv Prototyping for instance.

- *MIRO Board.* (www.miro.com)

The MIRO board is an infinite digital canvas that can be used for remote collaborative working sessions with teams. We have used this for several online workshops with ecosystems at remote locations. It enables a team to work together from different locations on one virtual platform. By uploading some of the canvasses and creating a workshop workflow you can have meaningful online discussions and results.

Essential is onboarding for first time users. Via the library of available templates this is easy to achieve and built in at the start of your workshop.

- *StrategyTools toolkit* (www.strategytools.io)

This toolset is under creative common licence available from their website. The major set of canvasses we used come from the cluster and ecosystem series. There is a digital academy, strategy projects you can set up. There is a community online hub for sharing knowledge and experience. And of course, they have developed more than 200 canvasses (and counting) that help strategic conversations on all sorts of levels and problems. You can get certification on these and become a Master Trainer.

The power in using the canvasses and underlying theory around cluster and ecosystem development is developed by numerous projects and with the help of a very active and global group of consultants. We meet almost every 2 weeks online in different settings to exchange knowledge and experiences. Build skills and capabilities.

The visual aspects of the ST canvasses help in introducing the concepts and use of the next methodology of;

- *Design Thinking*

Design Thinking, Human Centered Design, Service Design Thinking all feed on the principles of empathy in designing solutions for ‘wicked problems’. Now health, care and ecosystems are definitely in that category of ‘wicked problems’ where we will use the following definition: “ a problem that is difficult or impossible to solve because of incomplete, contradictory, and changing requirements that are often difficult to recognize. It refers to an idea or problem that cannot be fixed, where there is no single solution to the problem.”

- *DIY Toolkit (via [Nesta](#), downloadable [here](#))*

One of the available toolkits around DT is the DIY toolkit. It is a toolset you can use in a variety of circumstances. Has a more social side to it in comparison to more business like side from Strategy Tools. It is a version that is easily accessible because of the guiding questions that lead first time users to the right canvas. We used the examples for basic stakeholder mapping definition. We also used the canvas for target groups definition.

- *Systems Thinking and systems innovation.*

This methodology is a new field we only recently touched upon during our journey. Systems mapping might be the next step that we need to take in order to make some more sense of the complexity within (eco)systems. Systems thinking is widely accepted as a possibility in the solution journey for wicked problems.

Where complexity is the problem, systems thinking might be the solution. In a recent webinar from the [Systems Innovation network](#) it was mentioned that a system mapping of for instance the Catalan Food System takes about 8-10 months to complete. You can imagine the impact of such an exercise for several systems interconnected like we have in this journey across Europe.

This is not to discourage such an endeavour because it will gain a lot of information and insights should we work on such mappings.

Next steps would then also include causal loops within that system, defining a ‘north star’ vision, near star and framing questions. Exploring the forces that are active in such a system can then be used as enablers vs. inhibitors.

Working on these complex systems should not be mistaken for complicatedness. Those are not the same influences here at work. The system is complex, but it is not complicated to start working, step by step, on a possible better future outcome. We must accept not to be able to solve the puzzle but come to terms with the fact that we can design for a possibly better future. Adapting to one of the mindsets coming from the field of Design Thinking as to embracing uncertainty and ambiguity, it might be a first small step in the right direction of the long journey to start working on the complexities of the health and care transformation so desperately needed in the coming years.

5.2 Joint support actions

From the interviews and the profiles emerge a number of interesting opportunities to further collaborate in the coming years.

Obviously, a number of interviewees mention the upcoming Transformation of Health and Care initiative as a logical follow up to participate in.

Members express the willingness for projects in which knowledge and transferable practices can be exchanged about;

The building and expanding of ecosystems, including new methods to evaluate the innovation ecosystem performance.

Learning evaluations, also to better involve the industry.

Societal challenge-based cooperation with small and medium enterprises.

New activities around Digital Health in support of Healthy Ageing, and/ or in combination with the European Health data spaces are also on the agenda of several systems.

It seems from the answers that still a good effort is needed to better understand how the transfer of knowledge and systemic integration of services can be improved.

Looking at all the willingness to collaborate in the coming years a suggestion would be to set up a further investigative meeting to scout and screen these opportunities.

An interesting set of publications from the Nordic region

5.3 Outlook

Ecosystems are not designable as it is a complex system relying on multiple disciplines to take apart and put together (see for example the framework written by researchers from Norwegian Centre for E-health Research that has focused on three important components to be successful in governance/cooperation in a network/ecosystem for integrated healthcare and care working with implementation of digital solutions/distance spanning solutions.

- knowledge sharing and communication between stakeholders
- shared or common goals
- TRUST

We can safely say that the work is far from done, but some good progress has been made over the last periods. If we have discovered anything we should say that this is indeed a journey and not a very specific end goal-oriented project.

Deliverables have been produced, but they are much more a prelude of things to come. The framework designs, the way of working remotely and in workshop settings and the use of visual aids in bringing various discussions to the surface have been a great step in discovering the workings of the different ecosystems. In that sense we have delivered on a number of pre-arranged.

If at all we should mention something, it would be to pursue this way of working as it enables us to go further and deeper in the background understanding of the complex systems that make up the different ecosystems, the partners from AAL, the cultural differences when working with such diverse groups from all over Europe.

We don't have ready made recommendations as such, but we are thinking about how to use the dynamics in the next steps. Obviously, this way of working presented a lot of new insights and information. More than we can present here at this point. The work done in AAL is very valuable.

Identifying and describing existing (eco-)systems is always a process of self-reflection and increased self-understanding.⁵

This way we can have a successful transformation. It might be a good idea to have the results of this support action be in some way a starting point in the Transforming Healthcare Systems initiative that is about to commence.

In some cases, available profiles, interviews, MIRO boards and reflections might be a likely starting point to inspire other ecosystems in their efforts, as well.

In order to make the future phase help support the positive transformation of the health and care systems, we should find ways to intensify the efforts further.

Ideally this would mean we could for instance:

- identify a number of true forerunning ecosystems
- After identifying these engage with them in intensive collaboration
- Within this collaboration we should look more into understanding and competence building on how to unleash the power of (health and care) ecosystems
- In doing so make them and their achievements more visible to inspire and lead the example to other regions.

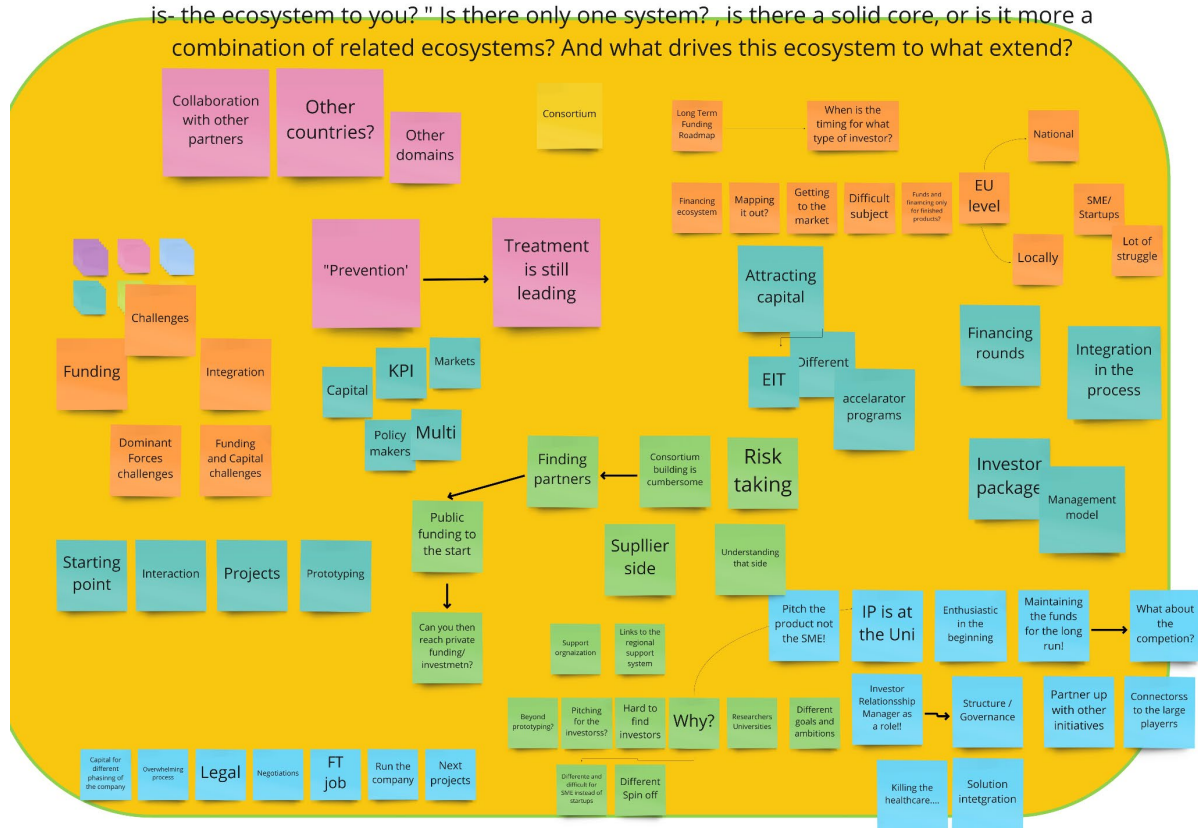
⁵ A very interesting research was done in the Nordic countries and they present 5 examples in a digital presentation you can find [here](#).

6. Annexes

- Annex 1: Ecosystem discussion Brussels Workshop, September 2022 (enclosed)
- Annex 2: List of discussion points, probing questions (enclosed)
- Annex 3: Linear Design approach to Ecosystem Journey (enclosed)
- Annex 4: Ecosystem Journey Building (enclosed)
- Annex 5: Ecosystem Workshop Gdansk (profiles) – separate file
- Annex 6: Ecosystem Workshop Central Denmark info – separate file

Annex 1: Ecosystem discussion Brussels Workshop, September 2022.

An important question that we would like to start our workshop with is; "What does - what is - the ecosystem to you?" Is there only one system?, is there a solid core, or is it more a combination of related ecosystems? And what drives this ecosystem to what extend?

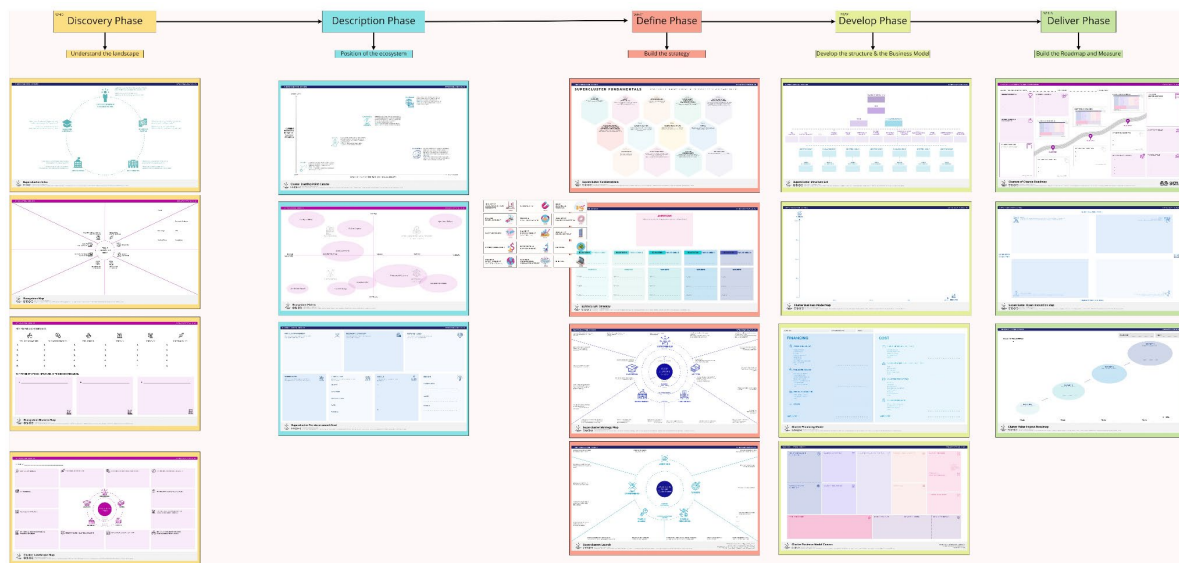


Annex 2: List of discussion points, probing questions.

During this second phase we developed a list of questions in the analysis needed for ecosystem services to be discussed in several settings.

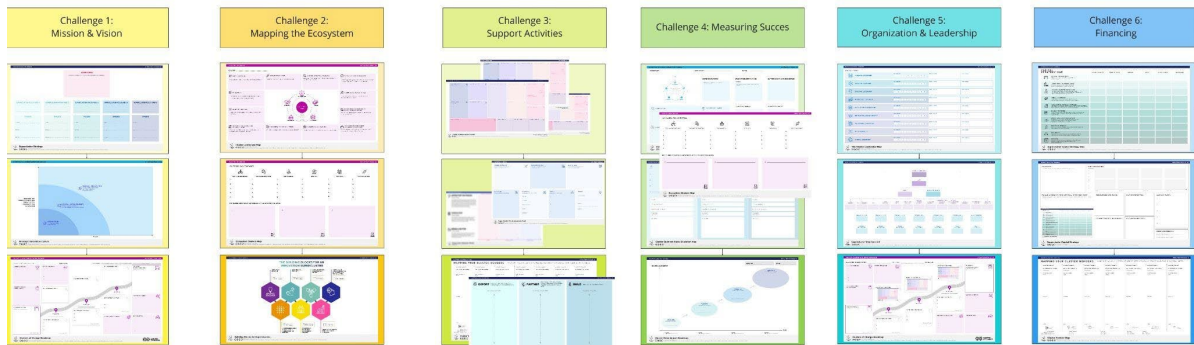
1. **How do we arrive at a common understanding of ecosystems?**
 1. What does the ecosystem mean to you and your organization?
 2. What does the ecosystem look like?
 3. How can you and your organization make use of the ecosystem?
2. **How do we achieve successful ecosystem collaboration?**
 1. What does ecosystem success mean to you and your organisation?
 2. What are critical success factors and how can they be achieved?
 3. How do we translate success factors into KPIs?
3. **How can we move the ecosystem forward?**
 1. What are the emerging ecosystem objectives?
 2. What are the emerging ecosystem priorities?
 3. How do we move to action?
4. **How do we deal with the various ecosystem dilemmas?**
 1. How do we create partnerships for goals (see SDG 17)?
 2. How can we focus on 'Sustainable Health' without the institutional baggage of the past?
5. **How do you support ecosystem building?**
 1. What are the different ecosystem support levels?
 2. Who provides the ecosystem support?
 3. What ecosystem support is already available today?
6. **How do you organise an ecosystem?**
 1. Self-organisation versus formal structure:
Health and care ecosystems are built on informal, flexible self-organisation, but also need formal structures. What are the key differences?
 2. How does one strike the right balance between formal and informal structures?

Annex 3: Linear Design approach to Ecosystem Journey



This is the framework we used at the beginning of this project. It later on moved into a much more fluidic solution offering to the participating ecosystem organisations, as we focused more on more on their specific needs within the system.

Annex 4: Ecosystem Journey Building



Here you also see a phased approach, but it is vertically integrated to go deep into one of the challenges we presented to the system stakeholders. Once a challenge has been identified we could go deeper into the subject matter when needed. It also makes more flexibility to jump back and forth between challenges or solution avenues.

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