



H-PASS

Deliverable 6.2

H-PASS Sustainability Plan



Co-funded by
The European Union



D6.2 H-PASS Sustainability Plan

AZIENDA ULSS 4 VENETO ORIENTALE (ProMIS)

Date: 15/04/2026

Public document

Title	“H-PASS – Health Professionals’ and the “DigitAI team” Skills advancement
Acronym	H-PASS
GA Number	101101139
Type of instrument	Deliverable
Topic	Sustainability
Date	15/04/2026
Duration	36 months
Webpage	https://hpass.healthworkforce.eu/

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Version history

The list of contributors to this deliverable are presented in the following table:

Revision	Date	Editor	Comments
0.1	15/09/2025	Cristian Leorin	Discussion and bilateral meeting with the coordinator about contents and index
0.1	03/10/2025	Cristian Leorin, Nicola Scomparin	Discussion in Kaunas and workshop implementation
0.1	10/11/2025	Cristian Leorin, Nicola Scomparin, Federica Rosin	Draft index and discussion
0.1	14/12/2025	Cristian Leorin, Nicola Scomparin, Federica Rosin	Executive summary discussion and bilateral meetings with the coordination team
0.1	27/01/2026	Cristian Leorin, Federica Rosin	Validation of the table of contents
0.1	09/03/2026	Cristian Leorin, Federica Rosin	Internal review (ProMIS)
0.1	16/03/2026	Cristian Leorin, Nicola Scomparin, Federica Rosin	Sent to the Coordinator/Partners
0.1	25/03/2026	Cristian Leorin, Nicola Scomparin, Federica Rosin	Feedback from the Coordinator and request of adjustments
0.1	31/03/2026	Cristian Leorin, Nicola Scomparin, Federica Rosin	Final version sent to the Coordinator
0.1	08/04/2026	Cristian Leorin, Nicola Scomparin, Federica Rosin	Revision from the Coordinator and the partners and finalization
0.1	14/04/2026	H-PASS Consortium	Revised document

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Table of abbreviations

Acronym	Description
GA	Grant Agreement
SC	Steering Committee
CME	Continuing Medical Education
CPD	Continuing Professional Development
DTD	Department for Digital Transformation
GDPR	General Data Protection Regulation
HWF	Health Workforce
IPR	Intellectual Property Rights
LeOs	Learning Outcomes
LMS	Learning Management Systems
NFP4Health	Joint Action on increasing the capacity of National Focal Points
NFP	National Focal Points
THCS	Transforming Health and Care Systems
TSI	Technical Support Instrument
WP	Work Package
KPI	Key Performance Indicator

Applicable and reference documents

The following documents contain requirements applicable to the generation of this document.

Reference	Document title
GA	Grant Agreement

1. Executive Summary

The H-PASS **Sustainability Plan** (D6.2) outlines how the project's results will be maintained, expanded and integrated into healthcare systems across Europe after the project ends. Its main goal is to support long-term improvement of digital health literacy among healthcare professionals and enable the digital transformation of healthcare systems.

The plan builds on pilot experiences and stakeholder input to create a scalable and adaptable framework. It ensures that the H-PASS training programme, digital learning platform and methods remain accessible and useful over time.

Key priorities include:

- **Embedding digital health training** into education and professional development systems
- **Supporting healthcare organisations** in adopting and using digital tools
- **Enabling upskilling and new digital career pathways**
- **Scaling the approach** across EU countries through flexible models

The plan also provides **practical guidance on implementation**, including governance structures, funding models, stakeholder roles, and strategies for scaling and replication. It identifies **potential risks** (technical, financial, organisational and policy-related) and proposes mitigation measures.

Based on the **requirements from the Grant Agreement** and the **project experiences**, across all partner countries, a shared consensus emerged around several core principles:

- The English core version of H-PASS should remain openly accessible under EU open-license principles.
- National adaptations are permitted and encouraged, provided they respect non-commercial use conditions and properly acknowledge EU funding.
- Administrative fees may be applied only to cover costs and must not generate institutional profit.
- Governance arrangements must ensure legal clarity, transparency, and shared validation within the consortium.

While implementation pathways differ according to national legal, educational, and institutional contexts, all partners agreed that **sustainability** depends on **balancing open-access obligations** with **structured national ownership** and **regulatory compliance**.

Overall, the plan aims to strengthen healthcare workforce skills, increase the use of digital tools in practice, and support more resilient and future-ready healthcare systems in Europe.

2. Introduction

The “Health Professionals’ and the “DigitAl team” Skills advancement” (H-PASS) project has been devised with the primary objective of supporting EU Member States in fostering team resilience and addressing challenges in care provision arising from skills mismatches or inadequacies. The overarching aim of H-PASS is to design and implement a comprehensive training programme encompassing well-developed modules and appropriate synchronous and asynchronous activities, training materials, and tools that target transversal skills. These skills ensure that health professionals maintain up-to-date and evolving knowledge, effectively bridging existing skills gaps. Notably, H-PASS places significant emphasis on nurturing digital skills among clinical staff in an innovative environment.

2.1. Purpose of this deliverable

The purpose of this deliverable is to present the **Sustainability Plan for improving digital health literacy and facilitating digital transformation** developed within the H-PASS project. The deliverable provides a structured framework to ensure the **long-term continuation, uptake and scaling** of the training programme, methodologies and digital learning environment developed throughout the project.

More specifically, the sustainability plan aims to translate the results achieved during the H-PASS implementation phase into a durable, **transferable framework** that supports the digital transformation of healthcare systems beyond the project lifecycle. The plan consolidates the experiences and lessons learned from pilot activities conducted in 6 countries and proposes a coherent framework to maintain and expand **the H-PASS training ecosystem**.

The deliverable, therefore, addresses several strategic objectives:

- Ensuring the **continued availability and maintenance** of the H-PASS online learning environment;
- Supporting the **institutional adoption and integration** of the H-PASS training programme within healthcare organisations and educational institutions in Europe;
- Promoting the **development of digital health literacy among clinical staff**, enabling the effective use of digital tools and solutions in healthcare settings;
- Supports the further integration of digital competencies into professional development pathways;
- Identifies directions for strengthening workforce capabilities.

In addition, the deliverable aims to provide **evidence-based recommendations for policymakers, healthcare educators and system planners** on how to strengthen digital readiness and workforce capabilities within the context of the ongoing digital transformation of healthcare.

By integrating pilot results, stakeholder feedback and European-level synergies, the sustainability plan supports the **long-term impact and EU-wide uptake of the H-PASS approach**.

2.2. Task description and alignment with H-PASS aims

The sustainability plan represents a core component of the H-PASS strategy to support the **digital transformation of the healthcare workforce**. Within the project framework, task 6.3 (*Developing the H-PASS Coordination and collaboration guidelines*) focuses on defining practical mechanisms to maintain and expand the results achieved through the training programme and pilot activities.

The H-PASS project aims to strengthen the **digital and transversal skills of health professionals**, enabling them to effectively adopt and use digital health technologies in clinical practice and organisational processes. Achieving this objective requires not only the development of training materials and learning environments but also the creation of **sustainable pathways for long-term implementation and system-level integration**.

The sustainability plan, therefore, focuses on addressing the **gaps, barriers and mismatches** that currently limit the adoption and effective use of digital tools in healthcare. These challenges may include limited digital health literacy among clinical staff, fragmented training opportunities, lack of institutional support, and insufficient alignment between workforce skills and digital transformation strategies within health systems.

Building on the pilot experiences and training activities implemented during the project, the sustainability plan:

- identifies **success factors and enabling conditions** that facilitate the adoption of digital health tools and training programmes;
- assesses the **impact of H-PASS training courses** in strengthening digital competencies among health professionals;
- proposes mechanisms to **embed the training programme within healthcare organisations and professional education systems**;
- outlines strategies to support the **development of digital-based career pathways** for the healthcare workforce;
- formulate recommendations to support the **recruitment and training of professionals** with the digital skills required by modern healthcare systems.

The sustainability plan also reflects the broader vision of H-PASS to support **systemic digital transformation**, where workforce training, organisational change and technological innovation evolve together.

2.3. Relation to Work Packages 2, 3, 4 and 5 and to WP6 (Sustainability & Synergies)

Within the project structure, the sustainability plan is developed under **Work Package 6 – Sustainability and Synergies**, which aims to ensure that the results and tools developed during the project remain accessible and continue to generate value after the completion of the project activities.

The sustainability plan builds upon the outcomes generated by the other work packages within the H-PASS project, particularly **Work Packages 2, 3, 4 and 5**, which provide the empirical and operational foundation for the long-term strategy.

WP2 is responsible for overseeing the project's external communication, dissemination, and exploitation activities. Its objectives are to enhance the project's visibility, ensure a consistent visual identity, and effectively engage target audiences. In collaboration with WP6, a **stakeholder mapping** exercise was conducted, and the **Coordination and Collaboration Guidelines** (Deliverable 6.1) were developed. This deliverable serves as a practical guide to facilitate effective coordination and collaboration with stakeholders, and includes the stakeholder map produced through this process.

WP3 is responsible for the development of the H-PASS **training programme**, including the training plan, the definition of learning objectives, modular structure, the concept for training methods and materials targeting transversal and digital skills of health professionals. Deliverable 6.2 builds directly on the outputs of WP3 by focusing on elements of the programme that are suitable for long-term institutional uptake and replication.

WP4 has produced the H-PASS training materials, guided the translation and adaptation process to the local needs, and has implemented **pilot actions** in six EU Member States (Cyprus, Greece, Hungary, Italy, Lithuania and Romania), testing and validating the H-PASS training programme in real-world settings. The findings from WP4 ensure that deliverable 6.2 is grounded in implementation experience, rather than theoretical design only. It draws on evidence generated through pilot delivery (participation data, feedback, results of training evaluation). Implementation of WP4 also generated lessons learned on feasibility, scalability and adaptability.

WP5 focused on the **creation of e-learning environments/materials**, collecting quantitative and qualitative data on the effectiveness of the training programme, the improvement of digital health literacy among participants and the perceived usefulness of the learning environment. Deliverable 6.2 integrates evaluation results related to effectiveness, user satisfaction and competence development, and potential identified strengths, gaps and improvement areas.

2.4. Scope, audience and intended use

The sustainability plan has been designed to support multiple stakeholders involved in the development, management and implementation of digital and transversal skills development in health care.

The primary scope of the deliverable is to provide **guidance** for sustaining and scaling the H-PASS training programme and learning environment across different settings. The plan outlines actionable steps, governance structures, resource requirements and monitoring mechanisms needed to ensure long-term implementation.

The **intended audience** includes:

- **H-PASS Consortium and partners:** the sustainability plan provides guidance on how to sustain the results and the training at the pilot and project level;
- **Healthcare organisations and employers,** interested in integrating digital health training into their workforce development strategies;

- **National and regional health authorities;**
- **Educational institutions and training providers**, responsible for designing and delivering health workforce education programmes;
- **Healthcare professionals and trainers**, who may adopt the H-PASS training programme as part of continuous professional development activities;
- **Policy makers**, involved in digital health transformation and workforce planning & development;
- **European networks and initiatives**, which may support the dissemination, the further implementation and scaling of the H-PASS approach at EU level.

Deliverable 6.2 consolidates the main findings, lessons learned and strategic implications of the H-PASS project, with a particular focus on:

- The advancement of digital and transversal skills among European health professionals.
- Team resilience and interprofessional collaboration in healthcare facilities.
- Innovative blended and immersive learning approaches (including digital and virtual environments).
- Transferability and scalability of the training model across EU Member States.

It frames the H-PASS results within the broader objectives of strengthening health workforce capacity and resilience in line with the EU4Health Programme priorities (e.g. European Health Union).

Overall, the deliverable aims to support both **bottom-up adoption by healthcare organisations** and **top-down policy strategies** that strengthen digital maturity and workforce readiness across European health systems.

2.5. Methodology and sources of evidence

The development of the sustainability plan follows a **multi-source** and **evidence-based methodology**, combining insights from pilot activities, stakeholder engagement and analysis of relevant European initiatives in digital health workforce development.

- **Participatory Workshop in Lithuania:** a structured workshop was organised in the Pilot Evaluation Meeting in October 2025 to present the proposed sustainability approach and facilitate in-depth discussion among partners. The workshop served to validate the methodological framework, identify country-specific constraints and opportunities, and build a shared understanding of governance, Intellectual Property Rights (IPR), and implementation pathways.
- **Systematic consolidation of Pilot evidence:** evidence generated through WP3–WP5 pilot activities was systematically reviewed and synthesised. This included analysis of implementation outcomes, identified barriers, enabling factors, stakeholder feedback, and lessons learned.
- **Inclusive engagement of partner institutions:** all consortium partners and represented national contexts were actively involved in shaping the Sustainability Plan. Contributions were gathered through consultations, feedback rounds, and structured

exchanges to ensure validation, contextual relevance, and collective ownership of the proposed strategy (See also D6.1: Coordination and Collaboration Guidelines).

- **Development of the sustainability framework:** based on the evidence and consultations, a framework was developed including governance mechanisms, integration into existing educational and institutional structures, identification of required resources, clarification of IPR management, and mapping of potential strategic partnerships at national and EU level.
- **Collaborative drafting and finalisation of the deliverable:** the Sustainability Plan was drafted through an iterative co-creation process. Successive versions were shared with partners for review and refinement, incorporating feedback to ensure clarity, operational feasibility, and alignment with consortium consensus.

Additional insights were derived from **collaboration with European networks and initiatives**, particularly those focusing on health workforce development and digital transformation (e.g. JA HEROES, NFP4Health, Transition, DDS-MAP, EUVECA and BeWell). The sustainability plan incorporates potential synergies with training and capacity-building initiatives developed within EU programmes and Joint Actions, including networks supporting digital transformation of healthcare systems.

3. Context and problem statement

3.1. Gaps, barriers and mismatches limiting access to digital tools in healthcare

Despite significant investments in digital health infrastructure across Europe, several structural and operational gaps continue to limit effective access to and use of digital tools in healthcare settings.

First, there is a persistent **skills gap** between the rapid deployment of digital technologies (e.g. electronic health records, telemedicine platforms, AI-supported decision tools) and the digital competencies of the health workforce, particularly clinical staff. Many healthcare professionals have not received structured training in digital health as part of their formal education or CPD, resulting in uneven levels of confidence and proficiency.

Second, **organisational and workflow mismatches** reduce effective uptake. Digital tools are often introduced without sufficient alignment with clinical workflows, up-to-date digital protocols, time constraints, or multidisciplinary coordination structures. This can create additional administrative burden, duplication of tasks, and resistance to adoption.

Third, there are **inequalities across regions, institutions and professions**, including disparities in infrastructure quality, internet connectivity, interoperability between systems, and technical support availability. Smaller hospitals, rural areas, and under-resourced settings are particularly affected.

Fourth, **governance and regulatory complexity**—including data protection requirements, cybersecurity concerns, and procurement procedures—can delay implementation and create uncertainty among clinical users.

Finally, there is a **cultural and professional gap**, where digital transformation is perceived as an IT-driven process rather than a clinical quality improvement strategy. Without clear ownership, leadership engagement, and structured capacity-building, digital tools risk being underused or misused in clinical settings.

Addressing these barriers requires systematic investment not only in infrastructure but also in human capital, training frameworks, and governance models that align technology deployment with clinical practice realities.

3.2. The case for digital health literacy for clinical staff and career pathways

Digital health literacy among clinical staff is a strategic prerequisite for resilient, high-quality and patient-centred healthcare systems. As digital technologies increasingly shape diagnosis, treatment planning, patient monitoring and system management, healthcare professionals must be equipped not only to use tools functionally but to critically assess, interpret and integrate digital outputs into clinical decision-making.

Beyond basic literacy, there is a growing need to develop structured career pathways in digital health. This includes:

- **Recognition of digital competencies** within professional standards and CPD systems.
- **Advanced training tracks including digital ones.**
- **Clear competency frameworks** aligned with evolving technological developments.
- **Strengthen** the integration of digital skills with **key transversal competences**, particularly adaptability to change

Embedding digital health literacy within professional development systems ensures sustainability, institutionalisation, and long-term impact.

3.3. Key lessons from pilot sites and common H-PASS vision derived from H-PASS pilot results

The pilot activities conducted across the partner countries generated valuable insights into the practical implementation and sustainability prospects of the **H-PASS training programme**. The pilots provided an opportunity to examine how the project outputs could be integrated into different national educational, regulatory, and professional development systems.

Through structured discussions with the H-PASS Stakeholders Ecosystem, including academic institutions, healthcare professionals, and national partners, the pilots also served as a platform to identify common priorities and challenges associated with the long-term deployment of H-PASS learning materials.

Given the diversity of institutional frameworks and legal environments across participating countries, the pilot phase revealed both **context-specific considerations** and **shared strategic orientations**. Each national ecosystem—characterised by its own higher education structures, accreditation mechanisms, intellectual property regulations, and professional training systems—approached the sustainability and future use of H-PASS materials from a distinct

perspective. Nevertheless, the discussions conducted during the pilot phase also highlighted several **converging principles**, particularly regarding the importance of open access, governance transparency, and the alignment of training materials with national continuing professional development (CPD) frameworks.

The following sections present a **country-by-country synthesis of the key lessons learned** from the pilot implementations in Italy, Hungary, Greece, Cyprus, Lithuania, and Romania. For each national context, the analysis outlines the main points of consensus that emerged among stakeholders, focusing on issues such as institutional integration, intellectual property management, regulatory compliance, and the mechanisms required to ensure long-term sustainability of the H-PASS training.

This comparative perspective illustrates how partners collectively recognised the need to balance **open-access principles, national ownership, regulatory compliance, and sustainable governance structures**. By synthesising both the diversity of national approaches and the common strategic direction identified through the pilots, this chapter provides a foundation for defining the **future positioning and sustainability model of H-PASS within the European digital health education landscape**.

ITALY

In Italy, consensus converged around institutional integration as the primary sustainability pathway. Partners agreed that H-PASS should not remain a standalone project product but be embedded structurally within existing university master's and postgraduate programmes, under the strategic oversight of the Ministry of Health. The Italian approach emphasises long-term curricular integration, ensuring that digital health literacy becomes part of formal educational pathways for healthcare professionals, specifically for Medical doctors, nurses and pharmacists.

There was also agreement on adopting flexible micro-learning formats, including short “video pills,” to facilitate the recognition of CPD credits. This reflects Italy's intention to align H-PASS with national accreditation systems and ongoing professional training requirements. Importantly, Italian stakeholders supported linking H-PASS modules to a broader national catalogue of digital health topics, thereby positioning the project within a wider ecosystem of digital skills development initiatives co-funded at EU level. The consensus thus combines open-access principles with structured institutional anchoring and quality assurance mechanisms.

HUNGARY

In Hungary, discussions focused primarily on IPR clarity and governance structure. The national partners agreed that early clarification of IPR responsibilities is essential for smooth implementation and long-term sustainability. This reflects lessons learned during the project's early phases.

Hungary reached consensus on the need to ensure ownership of adapted training materials, allowing institutions to manage and update local versions autonomously. In addition to maintaining the full H-PASS training programme, an important direction for sustainability is the gradual integration of selected modular elements into academic education programmes. This approach supports wider institutional uptake while preserving the coherence of the overall H-PASS framework.

The Hungarian approach also places strong emphasis on the continued development and activation of the Digital Change Agent (DCA) network. This community is seen as a key driver for sustaining and disseminating the H-PASS approach, supporting peer learning, knowledge exchange and the practical application of digital and transversal skills in healthcare settings. An important enabling factor in Hungary is that both OKFŐ, which plays a central role in the organisation and coordination of healthcare workforce training, and Semmelweis University, as an associated partner with a strong academic and training profile, have been involved in the project. This provides a solid institutional basis for both the continuation of the full training programme and the integration of selected components into formal education and professional development pathways.

GREECE

In Greece, consensus was shaped by the country's structured regulatory and administrative framework. University departments operate under strict accountability rules vis-à-vis the Ministry of Economy and other competent authorities. As a result, stakeholders agreed that formal approval procedures are a prerequisite for the use and adaptation of H-PASS materials. The Greek partners emphasised that legal clarity must precede integration. Any adoption of H-PASS modules requires clearly designated responsible entities and full compliance with national and EU rules. The system is procedure-driven, and sustainability depends on respecting established administrative pathways.

Thus, the Greek consensus underscores governance formalisation and regulatory compliance as foundational elements for long-term implementation, rather than rapid or informal integration.

CYPRUS

In Cyprus, discussions centred on intellectual property ownership and the distinction between public-interest use and profit-making activities. Given that private universities often retain IPR and that decisions are guided by institutional leadership and legal offices, partners agreed on the importance of clearly defining the boundaries of reuse.

Cyprus strongly supported collective agreement within the consortium on how shared products may be used, ensuring fairness and preventing unintended commercialisation.

While local versions of H-PASS materials will be nationally managed, they must remain aligned with EU open-access principles. Sustainability in Cyprus therefore rests on legal precision, transparent governance, and shared decision-making within the consortium framework.

LITHUANIA

In Lithuania, sustainability discussions focused on structured academic integration and formal ownership frameworks. Courses are typically owned by university departments, and external use requires formal permission and, in some cases, licensing arrangements. This model shaped the national consensus.

Partners agreed that H-PASS modules for nursing and midwifery CPD education should be embedded within accredited postgraduate programmes, benefiting from Lithuania's five-year accreditation cycles that ensure quality assurance and institutional continuity. This provides a stable structural basis for long-term implementation.

Lithuania also highlighted that certain innovative digital components, such as virtual reality tools, may be protected by patents owned by the university. Therefore, sustainability must carefully navigate innovation protection and open-access obligations.

A moderate-fee model, whereby students select and pay for specific courses, was considered compatible with EU principles, provided that fees remain proportionate and non-profit-oriented. Overall, Lithuania's consensus integrates academic ownership, innovation protection, and structured accreditation into the sustainability strategy.

ROMANIA

In Romania, consensus centred on expanding the scope and inclusivity of digital health literacy training. Stakeholders agreed that H-PASS should not be limited to pharmacists but progressively involve physicians and other healthcare professionals, thereby broadening impact and relevance.

The Romanian partners also recognised that intellectual property ownership would need to reflect collaborative contributions among national H-PASS institutions. Shared ownership models and cooperative governance were considered essential to ensure transparency and fairness.

Furthermore, Romania committed to aligning CPD materials with EU open-licensing standards, ensuring compliance while facilitating national adaptation. Sustainability is therefore envisioned as both expansionary—broadening professional participation—and compliant with European policy frameworks.

Cross-Country Convergence

Based on the requirements from the Grant Agreement and the project experiences, across all partner countries, a shared consensus emerged around several core principles:

- The English core version of H-PASS should remain openly accessible under EU open-license principles.
- National adaptations are permitted and encouraged, provided they respect non-commercial use conditions and properly acknowledge EU funding.
- Administrative fees may be applied only to cover costs and must not generate institutional profit.
- Governance arrangements must ensure legal clarity, transparency, and shared validation within the consortium.
- While implementation pathways differ according to national legal, educational, and institutional contexts, all partners agreed that **sustainability** depends on **balancing open-access obligations** with **structured national ownership** and **regulatory compliance**.

4. Target groups, stakeholder roles and governance

4.1. Target groups (clinical staff, trainers, employers, policymakers, recruits)

H-PASS is designed to engage a range of stakeholders who play complementary roles in ensuring the long-term sustainability, adaptation and uptake of the training programme. While their level of involvement in maintaining the training varies, all of these groups contribute—directly or indirectly—to its continued relevance and use.

Health professionals working in clinical settings constitute the primary target group. This includes practising physicians, nurses, pharmacists and other frontline healthcare professionals who require strengthened digital health competencies to safely and effectively integrate digital tools into clinical practice. While they are not directly responsible for

maintaining the training programme, their evolving needs and feedback are essential in shaping its future development. Health professionals also form a core part of the Digital Change Agent (DCA) network, contributing to the training, the dissemination and practical application of the H-PASS approach.

Trainers and educators represent a second key target group. This includes university faculty, CPD providers, clinical educators and digital health trainers responsible for delivering and adapting the H-PASS modules.

Employers and healthcare institutions, including hospitals, regional health authorities and primary care organisations' leadership & management as strategic target groups. They play a decisive role in embedding H-PASS within workforce development plans, allocating protected training time, and aligning digital competencies with organisational digital transformation strategies.

Policymakers and public authorities from health, education and employment sectors at national and regional levels constitute an enabling group. Their engagement supports integration into CPD accreditation systems, workforce planning frameworks and digital health policies, ensuring systemic uptake and sustainability beyond project funding.

4.2. Roles and responsibilities in sustainability

The H-PASS Consortium holds responsibility for coordinating the development of the long-term governance framework. This includes defining custodianship, licensing conditions, quality assurance mechanisms and compliance safeguards consistent with EU open-access and non-profit principles. The Sustainability Steering Committee described in chapter 4.3. is established to put the governance model into practice.

Host institutions and national implementing organisations are responsible for sustainability at the national level, the contextual adaptation (where applicable), translation, delivery and integration into national CPD systems or institutional training programmes. They must comply with the agreed adaptation rules, acknowledge EU funding and respect fee and profit restrictions.

Professional bodies and accreditation authorities play an important role in recognising H-PASS modules within CPD systems, thereby strengthening institutional uptake and ensuring formal recognition of competencies acquired.

Healthcare employers and regional authorities can contribute to embedding the programme into workforce development strategies, facilitating access for staff, and aligning digital competencies with organisational transformation processes.

4.3 Governance and stewardship model for the H-PASS training programme

The governance model for H-PASS is designed to balance open access, national flexibility, and quality assurance within a coordinated and structured stewardship framework. At its core, the

English-language H-PASS version remains openly accessible under EU open-license principles, ensuring transparency, shared use, and long-term public value.

The overall governance is guided by a **Sustainability Steering Committee**, composed of four key institutions: OKFŐ, ProMIS, INHWE, and Semmelweis University.

These partners fulfil different roles: OKFŐ is the coordinator of the project, ProMIS is the leader of WP6 Sustainability Work Package, INHWE is responsible for the central H-PASS online learning environment and Semmelweis University hosts the project webpage under the domain healthworkforce.eu.

This committee provides strategic direction, ensures alignment with project objectives, and safeguards the integrity and sustainability of the H-PASS initiative. It operates in close collaboration with all partners involved in the H-PASS project, ensuring inclusive decision-making and coordinated implementation across countries.

The training materials will be stored on the official H-PASS website (<https://hpass.healthworkforce.eu/trainings/>). These resources will be made available for download via the official H-PASS platform, ensuring open access while maintaining version control and quality assurance. In all cases, the original project identity will be maintained, including logos, EU funding acknowledgements, and relevant branding elements, in line with dissemination and visibility requirements. In the next chapter there is the protocol for External Access and Reuse of H-PASS Training Materials.

The **Sustainability Steering Committee** will act as the operational governance body, overseeing:

- Protection of the H-PASS brand and core content;
- Guiding principles for national adaptations;
- Compliance with fee structures and non-profit principles;
- Quality assurance and periodic content updates;
- Monitoring of implementation and uptake across participating countries.

The stewardship model also includes periodic review mechanisms to assess ongoing relevance, technological alignment, and policy coherence. This ensures that the learning environment remains dynamic, responsive to digital health developments, and aligned with evolving EU and national priorities.

In addition, the partners have agreed to organise annual consortium-level H-PASS sustainability meetings following the completion of the project. These meetings will provide a platform to review implementation experiences, share updates, and coordinate future actions related to the sustainability and further development of the H-PASS programme. To support ongoing coordination, partners will designate and regularly update a contact person responsible for sustainability-related communication, ensuring continuity and effective collaboration beyond the project lifetime.

5. Financing and business models for uptake and scale-up

5.1. Funding scenarios and cost models

The funding scenarios and cost models for the sustainability of H-PASS are designed to ensure long-term accessibility, fairness, compliance with EU funding principles, and avoidance of profit-driven exploitation. The approach balances **open access to core materials** with structured governance and cost recovery mechanisms at national level.

At the core of the funding model is the **Open Access Core Version** of H-PASS:

- The English core version of H-PASS remains openly accessible.
- Materials are distributed under EU open-license principles.
- No commercialisation of the core training package is permitted.
- Transparency and shared use across Member States and adoption to wider health professional groups are prioritised.

Therefore, the foundational training content remains a public good, and access is not limited by financial capacity. A limited fee-based model may be applied at national or institutional level under strict conditions:

- Fees may only cover **administrative and operational costs** (e.g. platform hosting, certification processing, coordination, teaching honoraria, accreditation fees, marketing, course materials, and IT support).
- Fees cannot generate institutional profit.
- Revenue must not exceed cost-recovery thresholds.

Long-term implementation of H-PASS may be supported through a combination of complementary funding pathways that reinforce sustainability while respecting the project's non-profit and transparency principles. National and regional authorities may integrate H-PASS into existing public health financing streams, including workforce development budgets, digital transformation initiatives, and broader resilience or preparedness strategies, thereby embedding the programme within systemic capacity-building efforts.

In parallel, professional bodies may incorporate H-PASS modules into accredited **Continuing Professional Development** frameworks, applying strictly limited administrative cost-recovery fees in line with regulatory standards. Additionally, universities, hospitals and training providers may contribute through institutional co-funding, allocating internal training resources and leveraging existing digital learning infrastructures to host and deliver the programme. Across all scenarios, financial arrangements must remain compliant with EU funding conditions, ensuring that no profit is generated and that transparency in cost structures and funding acknowledgement is fully maintained.

Use of any economic surplus

Any economic surplus generated by the project will be reinvested exclusively in support of the project's non-for-profit educational mission. Specifically, surplus funds will be used to:

- (a) reduce future participation fees,

- (b) provide full or partial fee waivers or scholarships to participants with demonstrated need, and/or
- (c) support the revision, updating, and scaling-up of educational materials and learning resources in order to enhance quality, accessibility, and long-term impact.

5.2. Institutional adoption, public funding, fee structures and grant pipelines

Across pilot countries, accreditation status and institutional integration strategies reflect diverse national regulatory frameworks, while converging on structured embedding within existing education and professional development systems.

Hungary (OKFŐ, SU)

In Hungary, accreditation has been formally confirmed for doctors, nurses, and allied health professionals, although not for pharmacists. The sustainability strategy relies primarily on institutional partners that are themselves recognised and authenticated training institutions. By anchoring H-PASS within these established providers, Hungary ensures that training delivery can continue beyond the project's lifecycle. The project coordinator OKFŐ and the associated partner Semmelweis University are both recognised as training institution and capable of offer H-PASS training courses in collaboration or individually. Apart from this, Semmelweis University Health Services Management Training Centre can insert H-PASS modules into their academic programmes. This model prioritises institutional legitimacy and continuity through accredited national structures.

Lithuania (LSMU)

In Lithuania, accreditation has been confirmed for nurses and midwives. The Lithuanian University of Health Sciences (LSMU) focuses on organising qualification improvement courses and assessing acquired competencies within its academic framework. The institutional adoption plan foresees embedding H-PASS modules within master's degree programmes to guarantee permanent integration into university curricula. Long-term sustainability will be supported through structured training programmes offered to other health professionals under a moderate fee-based model, consistent with national higher education regulations.

Romania (UO, CJFBH)

In Romania, accreditation has been confirmed for pharmacists through the Bihor County Pharmacists Council (CJFBH). The sustainability approach builds on the established professional requirement for continuing professional development (CPD). Training programmes are expected to be offered under a fee-based structure for pharmacists, aligned with existing accreditation mechanisms managed by CJFBH. This ensures regulatory compliance while embedding H-PASS within mandatory professional development pathways.

Cyprus (EUC)

In Cyprus, accreditation has been secured through the Cyprus Medical Association (CyMA). European University Cyprus (EUC) will integrate H-PASS into its continuing medical education (CME) curricula and skills-training programs. To ensure long-term sustainability, the model introduces fee-based training for healthcare professionals, aligned with institutional policies and CME frameworks. This integration into established university structures ensures both operational stability and academic recognition.

Greece (UOC)

In Greece, accreditation has been confirmed for all health professions. The University of Crete (UOC), as a recognised provider of CME programmes, plans to incorporate H-PASS modules into its main courses to ensure structured adoption. The Greek approach emphasises curricular integration within existing accredited educational programmes, thereby securing formal recognition and sustained delivery within the national regulatory system. In specific, parts of **Module 2** and **Module 4** synchronous training into the educational programme for residents in Cardiology at the Cardiology Department of the University Hospital of Heraklion (Crete). Moreover, the Incorporation of the interactive lectures titled "Communication in healthcare", "Teams in healthcare", "Conflicts in healthcare", "Safety" and "Working with data" into the **Postgraduate course (MSc)** titled "Exercise and exercise-based Rehabilitation in patients with Cardiovascular diseases", provided by UOC.

Italy (AGENAS, ProMIS, UniCAT, Scuola Superiore Sant'Anna)

In Italy, accreditation has been confirmed for all health professions. AGENAS provides technical support to the National Continuing Education Commission (CNFC), which defines national accreditation rules. The Italian sustainability strategy focuses on capitalising on project results by promoting implementation at regional and local levels. Integration is foreseen through alignment with the Technical Support Instrument (TSI) Project "Digital skills to increase quality and resilience of the health system in Italy." This top-down lever involves cooperation with the Ministry of Health and the Department for Digital Transformation (DTD), ensuring policy-level endorsement and systemic integration.

5.3. Sustainability in the H-PASS Training Plan

The sustainability of H-PASS is directly grounded in the conceptual foundations established in D3.1 – the H-PASS Training Plan. The Training Plan does not merely define content; it establishes a transferable, standardised yet adaptable framework that enables long-term implementation across different healthcare systems, professional groups and institutional contexts. It also enables adding new content if applicable because of the speed and direction of digital transformation in healthcare.

At its core, the H-PASS Training Plan provides a modular, competency-based structure built around clearly defined Learning Outcomes (LeOs), organised into four thematic modules: (1) Leading digital transformation, (2) Communication, teams and culture in digital times, (3) Improving processes in the healthcare system, and (4) Data in healthcare. Each module integrates digital, transversal and action-oriented dimensions, ensuring that participants do not only acquire knowledge, but also develop practical skills and professional attitudes required for digital transformation in healthcare.

This structured modularity is a key sustainability enabler. The definition of mandatory core modules (Modules 1 and 2), combined with optional inclusion of Modules 3 and/or 4 and the possibility to add locally relevant modules, allows institutions to tailor implementation while preserving the integrity of the H-PASS concept. The clear rules of implementation—covering content level, methodological blocks, module structure, VR integration and assessment—ensure standardisation without restricting contextual adaptation. This balance between

coherence and flexibility supports scalability and long-term uptake in diverse national contexts.

The blended learning architecture further strengthens sustainability. By combining asynchronous e-learning (lexical content, exercises, individual and group assignments) with synchronous online or onsite training activities, H-PASS ensures accessibility, scalability and cost-efficiency.

6. Scaling, replication and EU uptake strategy

6.1. IPR and National roll-out templates

The scaling and replication of H-PASS across European health systems must be guided by a clear and transparent framework governing intellectual property rights (IPR), adaptation mechanisms and national implementation pathways. This framework ensures that the training programme remains accessible as a public good while allowing contextual adaptation in different healthcare and educational environments.

The H-PASS core training materials will remain openly accessible and distributed under EU open-access principles. The English-language master version constitutes the official reference version and will serve as the baseline for replication across Member States. National and EU stakeholders may adapt, translate and contextualise the materials to reflect regulatory frameworks, professional roles and digital maturity levels of their healthcare systems. However, such next adaptations must preserve the integrity of the original curriculum, acknowledge EU funding, and comply with the non-profit cost-recovery model defined for the project.

6.2 Access, Use and Adaptation of H-PASS Training Materials

H-PASS training materials are made available in line with open access and Creative Commons principles, supporting their wide use, adaptation and further development across different healthcare and educational contexts. External organisations are therefore able to access and use the materials for non-commercial purposes, provided that appropriate attribution is given and EU funding is acknowledged. The approach combines open access with guided use, ensuring both broad uptake and the preservation of the core educational value of the H-PASS programme.

Open access use

Training materials are accessible through the official H-PASS platform. No prior approval is required for their use under the established open access conditions. Organisations are free to use the materials in education, training or research activities, including the delivery of the full programme or selected modules. Adaptation to local needs, target groups or institutional contexts is encouraged.

When using the materials, organisations are expected to:

- maintain the core learning objectives and overall structure of the programme,
- clearly indicate any adaptations or modifications,
- ensure appropriate attribution to the H-PASS project and acknowledge EU funding,
- respect non-commercial use principles.

Supported and collaborative use

For organisations planning larger-scale implementation, integration into formal education programmes, or significant adaptation (e.g. translation or restructuring), additional support can be requested from the H-PASS Coordination Team. In such cases, organisations may choose to share a brief outline of their intended use or adaptation. This allows the Coordination Team to provide guidance, where needed, on:

- preserving the integrity of the learning outcomes,
- ensuring consistency with the H-PASS approach,
- handling translation and contextual adaptation,
- aligning with visibility and acknowledgment requirements.

This support mechanism is intended to facilitate high-quality implementation while maintaining flexibility and local ownership.

Implementation and feedback

Organisations implementing the H-PASS training are encouraged to share feedback, experiences and lessons learned. This may include information on delivery formats, participant groups, outcomes or adaptations made. Such feedback contributes to the continuous improvement of the training materials and supports the development of a broader community of practice around H-PASS.

6.3. Synergies with NFP4Health, THCS, HEROES, BeWell and other EU initiatives

The European uptake of H-PASS will be reinforced through strategic collaboration with other EU initiatives addressing health workforce development, digital transformation and health system resilience. Leveraging existing networks and partnerships enables knowledge exchange, avoids duplication of efforts and strengthens policy alignment across Member States.

One key channel for scaling the H-PASS approach is the National Focal Points for EU4Health network - **NFP4Health** (<https://www.nfp4health.eu/>). Through this network, project results can be disseminated to national authorities responsible for EU4Health implementation, creating opportunities for Member States to integrate H-PASS training modules into national workforce development programmes and digital health strategies. The network also provides a platform for exchanging good practices and identifying additional countries interested in replicating the training model.

Further opportunities for collaboration exist with the European Partnership on Transforming Health and Care Systems - **THCS** (<https://www.thcspartnership.eu/>). THCS aims to support

systemic transformation of health and care systems through coordinated research, innovation and policy alignment. Collaboration with THCS initiatives can therefore support the integration of digital workforce training into broader health system transformation agendas.

Similarly, synergies with projects focused on strengthening the health workforce planning, such as **HEROES** (<https://healthworkforce.eu/>) and other EU-funded initiatives addressing digital skills, health workforce capacity-building and organisational innovation, offer important opportunities for cross-project learning. These initiatives frequently address complementary dimensions of digital transformation, including digital leadership, workforce resilience, telehealth adoption and new professional roles. By exchanging methodologies, training approaches and evaluation frameworks, H-PASS can contribute to a wider European ecosystem of digital health workforce development.

The **BeWell** project (<https://bewell-project.eu/>) is dedicated to developing a comprehensive European strategy for the upskilling and reskilling of the healthcare workforce, with a specific focus on digital and green skills. H-PASS shares a strong strategic alignment with BeWell, particularly regarding its efforts to train Digital Change Agents (DCAs) to lead technological transformation. Synergies will involve sharing H-PASS's training methodologies, curricula, and evaluation outcomes with the BeWell consortium. This collaboration will help contribute to the overarching European strategy and ensure that H-PASS's practical experiences are taken into account in future health skills frameworks.

Moreover, directly linked to the BeWell project and operating under the European Pact for Skills, the Large-Scale Partnership for the Health Ecosystem (<https://bewell-project.eu/partnership/>) mobilizes stakeholders to invest in continuous professional education. As ProMIS — the partner responsible for leading the sustainability and replicability tasks in H-PASS — is an active member of this partnership, a highly strategic channel for mainstreaming project results is established. Synergies will be actively pursued by promoting H-PASS training solutions and the DCA profile within the partnership's extensive network. This connection will facilitate the integration of H-PASS educational tools into the long-term training commitments of health organizations across Europe.

EUVECA (<https://euveca.eu/>) focuses on establishing European Platforms of Vocational Excellence in Health Care to foster innovation and address future skills needs. Its dedicated platform, edu4health (<https://www.edu4health.eu/>), provides a centralized digital environment for training and resource sharing. H-PASS aims to build synergies with EUVECA by utilizing the edu4health platform as a dissemination and hosting hub for its training modules, maximizing their European reach. Furthermore, the regional hubs and multi-stakeholder ecosystems fostered by EUVECA present an ideal landscape to replicate the H-PASS training model and to foster joint initiatives that keep also the national and international DCA networks active.

In addition, important synergies can be established with health workforce reforms supported under the Technical Support Instrument (TSI), which assists Member States in designing and implementing structural reforms in their health systems. Several ongoing TSI-supported

projects specifically address health workforce planning, skills development and organisational transformation, including national reforms in Italy (where ProMIS is involved) and Spain, as well as a multi-country initiative involving Slovenia, Austria and Belgium. These reforms aim to strengthen workforce governance, modernise professional training systems and enhance the resilience and adaptability of healthcare professionals in the context of digital and organisational transformation. Through collaboration and knowledge exchange with these reform initiatives, H-PASS can contribute practical training tools and competency-based learning approaches that support the implementation of national workforce strategies

At EU level, cooperation with international professional associations, European health workforce networks, WHO Regional Office for Europe and digital health stakeholders will further support dissemination and policy uptake. This includes collaboration with organisations involved in professional education, digital health standardisation and health system innovation.

Overall, the strategy for EU-level synergies is based on three complementary objectives:

- promoting cross-project learning and exchange of best practices;
- aligning H-PASS outputs with broader European health workforce and digital transformation initiatives;
- creating opportunities for further funding, replication and policy integration.

Through these collaborative mechanisms, H-PASS aims to position its training model as a reference framework for strengthening digital competencies among healthcare professionals across Europe.

6.4. Communication, dissemination and stakeholder engagement for EU uptake

Effective communication and stakeholder engagement are essential to ensure that H-PASS results are adopted and replicated beyond the original consortium countries. The dissemination plan (see D2.3) focused not only on visibility but also on active engagement with institutions responsible for workforce training, digital health policy and healthcare education (See also D2.4: Dissemination Report).

Building on the stakeholder ecosystem approach developed in collaboration with WP2, communication activities will target multiple levels of governance. At EU level, engagement with European institutions, EU agencies and cross-national networks will facilitate professional and policy dialogues and integration of H-PASS results into broader workforce development initiatives.

At national level, dissemination efforts will focus on ministries of health, digital health authorities, accreditation bodies and professional associations responsible for continuing professional development systems. At organisational level, hospitals, universities and training providers will be engaged as key actors responsible for implementation and delivery of the training programme.

Communication activities will be carried out with the active involvement of all consortium partners and will include participation in EU policy events, health workforce conferences, digital health forums, and workshops organised within relevant EU networks. In specific, WP2 will organise the final project event in Rome on 28–29 April 2026, with a specific focus on sustainability. These activities aim to raise awareness of the H-PASS training model and promote the exchange of implementation experiences between countries.

By combining targeted communication with structured stakeholder engagement and ecosystem-based collaboration, H-PASS aims to create favourable conditions for the long-term uptake of its training model across Europe. This approach ensures that the project's outputs contribute not only to individual skill development but also to broader systemic improvements in the digital readiness of the European health workforce.

6.5. Digital Change Agent as facilitators for sustainability (DCA)

The **Digital Change Agent (DCA)** component of the H-PASS project was designed from the outset as a key mechanism to support the long-term sustainability and dissemination of the training results. Through the dedicated Train-the-Trainer (TtT) programme, a network of healthcare professionals has been established who are not only familiar with the content and approach of the H-PASS training but are also able to actively support its further use and uptake.

The DCA network is composed primarily of health professionals who are embedded in their own workplaces and professional communities. By applying the skills and approaches acquired during the H-PASS training in their daily work, and by sharing these with colleagues, they contribute to the integration of digital and transversal competencies into routine practice. In this way, the results of the project are sustained and multiplied within the healthcare system.

DCA participants are well positioned to act as facilitators at the local level. They can support the introduction and use of H-PASS e-learning materials among their peers, contribute to the organisation and promotion of training activities, and encourage engagement with the programme across different professional groups. Their role is therefore not limited to knowledge transfer, but extends to fostering collaboration, supporting change processes and strengthening the uptake of digital innovation in healthcare settings.

Consortium partners are encouraged to maintain and further develop the DCA network at national level. This may include organising periodic meetings, facilitating knowledge exchange among participants, and creating opportunities for continued engagement for example on social media platform. Maintaining these DCA networks is considered an important element of the H-PASS sustainability approach.

At international level, the project partners will organise an online meeting for DCA network members in May–June 2026. This meeting will provide an opportunity to reconnect participants, share information on the post-project phase, and clarify their potential role in supporting the continued use and dissemination of H-PASS results.

The list of DCA participants is available to the Sustainability Steering Committee, which enables ongoing communication and coordination. In the longer term DCA members may be involved in future updates, dissemination activities and community-based learning initiatives, further strengthening the sustainability and impact of the H-PASS approach.

7. Risk assessment and mitigation measures

7.1. Key risks (technical, financial, organisational, policy) and mitigations

The long-term sustainability of H-PASS requires a proactive and structured approach to addressing potential technical, financial, organisational and policy-related challenges that may arise after the end of EU funding. These aspects have been identified through consortium consultations and the WP6 sustainability workshop, and are accompanied by mitigation measures and contingency mechanisms designed to ensure the continued availability, credibility and usability of the project results.

Rather than representing barriers, these considerations reflect the complexity of sustaining a multi-country, open-access training initiative and have been taken into account in the design of the H-PASS sustainability model. From a **technical perspective**, the continued accessibility and functionality of the H-PASS digital learning environment depend on its ability to adapt to evolving digital health technologies and e-learning systems. To support long-term usability, the project applies open standards, interoperable formats and comprehensive technical documentation. These elements facilitate future migration, reuse and integration into different platforms, while ensuring compliance with data protection requirements and maintaining open access to the training content.

A further challenge relates to **compliance with EU financial and legal requirements** governing the exploitation of project outputs. In particular, project results should remain accessible, and beneficiaries should avoid generating profit directly from EU-funded outputs. . This requirement creates potential sustainability challenges if administrative or operational costs arise after the end of the project. Financial sustainability is addressed through a balanced approach that combines open access principles with practical cost-management solutions. While H-PASS materials remain freely available for non-commercial use, limited cost-recovery mechanisms may be applied where necessary to cover justified administrative or operational expenses, such as certification processes or platform maintenance. In parallel, the integration of H-PASS modules into existing national education systems, university curricula and CPD frameworks provides a more stable and scalable basis for long-term operation, allowing costs to be absorbed within established institutional structures.

Organisational and governance-related risks are addressed through a structured and multi-level sustainability approach developed during the project. While the end of EU funding may introduce risks such as reduced partner engagement or fragmentation across national implementations, these have been proactively considered and mitigated through both national and consortium-level mechanisms.

At national level, partners have analysed and defined their own sustainability pathways, including institutional embedding, governance arrangements and adaptation strategies. This ensures that the continuation of H-PASS is not dependent on a single central structure, but is supported by multiple, context-specific implementation models. At consortium level, a

common governance framework has been established as part of the sustainability strategy. In addition, the establishment of the Sustainability Steering Committee provides a structured mechanism for ongoing coordination, supporting alignment across countries and ensuring the integrity and coherence of the H-PASS initiative.

These mechanisms also define shared guidance for national adaptations, ensuring that while countries are able to tailor the training materials to their own regulatory and educational contexts, the core elements of the programme remain consistent, the English master version remains openly accessible, and EU funding is appropriately acknowledged.

Policy and regulatory risks must also be taken into account, as changes in EU or national frameworks related to digital health training, CPD accreditation systems or professional education requirements could affect the long-term uptake of the H-PASS programme. Different national contexts already present varying regulatory environments regarding intellectual property, accreditation procedures and the use of publicly funded training materials. For example, in some countries universities retain ownership of educational content, while in others the use of training materials requires formal approval by ministries or regulatory authorities. To ensure adaptability across these different governance environments, the H-PASS Sustainability Plan promotes a flexible model combining a common EU-level framework with nationally managed implementations.

Ensuring **continued uptake** of the training programme is a key element of sustainability. This is supported by embedding H-PASS modules into existing educational structures, such as postgraduate programmes, micro-credential initiatives and CPD courses for healthcare professionals. Several partners have already identified concrete pathways for integration, including incorporation into university curricula and national training catalogues. In addition, the Digital Change Agent (DCA) network contributes to sustaining engagement and promoting the practical use of the training in healthcare settings.

Overall, through a combination of technical safeguards, financial compliance mechanisms, institutional integration strategies and policy alignment, the H-PASS Sustainability Plan provides a robust framework to ensure that the project's results remain operational and accessible beyond the lifetime of EU funding, while continuing to support the digital transformation of the European healthcare workforce.

8. Policy recommendations on advancing digital health literacy and digital transformation

8.1. Recommendations for policy makers, planners and regulators (top-down levers)

Policy makers and regulatory bodies, as emerged from the interviews (see D6.1) and the pilots, should support the integration of digital health competencies into national workforce development strategies and education frameworks. In particular, they should:

- **Integrate digital health competencies into national workforce strategies.** Digital skills for healthcare professionals should be embedded within national health workforce strategies and digital health roadmaps. Aligning workforce development policies with broader digital transformation agendas ensure that training initiatives - such as H-PASS - contribute to systemic health system improvements. Moreover, as already

mentioned in section 6.4, the health professionals can serve as digital change agents and act as the drivers for digital transformation.

- **Promote the integration of digital and transversal skills into formal education and continuing professional development (CPD).** Regulatory bodies and accreditation authorities should facilitate the inclusion of digital health competencies in undergraduate curricula, postgraduate education and continuing professional development programmes. Recognising digital health training within CPD frameworks can significantly increase participation and institutional uptake, and finally the growth of digital health literacy.
- **Support sustainable funding models for digital workforce training.** Policy frameworks should enable sustainable financial models that allow institutions to maintain and update digital training programmes beyond project funding. This may include public funding mechanisms, CPD accreditation schemes, or cost-recovery models that cover administrative and organisational costs without creating barriers to access.
- **Strengthen governance and coordination mechanisms for workforce training.** National authorities should encourage coordination between ministries of health, education institutions, professional bodies and healthcare organisations to ensure coherent implementation of digital workforce training. Clear governance structures facilitate alignment between policy priorities, training programmes and workforce needs.
- Health workforce planning models and policies should include the advancement of digital health. Dynamism of health labour markets are considered in health workforce planning. Digital transformation of healthcare is one of the most dynamic and disruptive factors that shape the daily practice, organization and management of health systems. In order to ensure resilient health workforce teams in European health systems, the benefits of digital workflows, digital task shifting, digitally matured health professionals must be estimated and calculated in supply- and demand-based planning approaches and relating policies.
- **Leverage EU programmes and cross-country collaboration.** Member States are encouraged to build synergies between training initiatives such as H-PASS and other EU programmes supporting health workforce development, digital transformation and health system reform. These include EU4Health projects, Technical Support Instrument (TSI) reforms and European partnerships addressing health system transformation.
- **Ensure interoperability and alignment with digital health infrastructures.** Training programmes should reflect national digital health infrastructures and emerging technologies, ensuring that healthcare professionals acquire practical skills applicable to real-world clinical environments.

8.2. Guidance for healthcare educators and employers (bottom-up adoption)

Healthcare education institutions, professional training providers and healthcare providers play a crucial role in translating policy objectives into concrete training opportunities. The following guidance supports bottom-up adoption and implementation of digital skills training.

- **Embed digital health competencies into existing training pathways.** Universities, professional schools and CPD providers should integrate digital health modules into existing curricula and professional training programmes. Embedding digital competencies and transversal skills into established learning pathways ensures continuity and increases accessibility for healthcare professionals. Using tested and validated training modules and methods might facilitate the adoption of H-PASS training.
- **Promote modular and flexible learning approaches.** Flexible delivery models—including short courses, micro-credentials, blended learning and online modules—can facilitate participation among busy healthcare professionals. Modular learning structures allow institutions to adapt training to different professional groups and learning needs.
- **Encourage interprofessional and interdisciplinary training environments.** Digital health transformation requires collaboration across professional boundaries. Training programmes should therefore encourage participation from multiple professional groups, including clinicians, pharmacists, nurses, healthcare managers and digital health specialists.
- **Engage healthcare organisations in workforce upskilling.** Hospitals, healthcare providers and professional organisations should actively support digital upskilling initiatives by incorporating training opportunities into organisational workforce development and career management strategies. Institutional support can significantly increase training participation and reinforce the practical application of acquired skills.
- **Ensure continuous feedback and programme improvement.** Training programmes should incorporate evaluation mechanisms and feedback from learners and stakeholders to continuously improve course content, delivery methods and relevance to clinical practice.
- **Facilitate access to training resources and learning platforms.** Institutions should promote the use of digital learning platforms and open-access educational resources to maximise reach and scalability of training programmes across healthcare systems
- **Integrate the skills related to change management into health professional education and training** to ensure that health professionals are leveraged with the skills to adapt to new models and development of digital transformation. Acknowledging that health professionals can act as the engine of digital transformation, facilitate peer exchange, train the trainer programmes and digital change agent networks.

9. Conclusions

The H-PASS **Sustainability Plan** provides a structured pathway to ensure that the results achieved during the project extend beyond the pilot phase and contribute to long-term improvements in digital health literacy across European healthcare systems. By synthesising the evidence generated through the training programme (WP3), the pilot implementations (WP4), and the evaluation activities (WP5), the plan translates the project's outputs into a

practical and scalable framework for sustained implementation, governance and policy alignment. In doing so, it supports three core objectives that guide the long-term vision of the initiative: measuring and improving the level of digital health literacy among the health workforce (HWF), increasing the adoption and effective integration of digital health tools within healthcare systems, and enhancing stakeholder satisfaction with up-skilling and reskilling opportunities for healthcare professionals.

A central conclusion emerging from the project is that digital transformation in healthcare cannot be achieved through technological investment alone. While significant progress has been made across Europe in deploying digital health infrastructures, such as electronic health records, telemedicine platforms and data-driven clinical decision systems, the effective use of these technologies depends fundamentally on the competencies, confidence and organisational readiness of the professionals who operate them. Persistent gaps in digital skills among clinical and non-clinical staff, combined with fragmented training opportunities and uneven institutional support, continue to limit the potential benefits of digital health innovation. Addressing these challenges therefore requires coordinated efforts to strengthen workforce capabilities alongside technological development.

The H-PASS training directly responds to this need by providing a modular, competency-based learning framework designed to strengthen both digital and transversal skills among healthcare professionals. The curriculum combines technical knowledge on digital health tools with broader competencies such as data literacy, interdisciplinary collaboration and adaptive learning, recognising that digital transformation also requires cultural and organisational change within healthcare systems. The pilot activities implemented across six Member States demonstrated that such training programmes can be successfully integrated into diverse national contexts when they are aligned with existing educational structures, accreditation systems and professional development pathways. At the same time, the pilot experience confirmed the importance of maintaining sufficient flexibility to allow countries and institutions to adapt training content to their specific regulatory, institutional and workforce environments while preserving the core competencies and learning objectives of the programme.

Building on these findings, the Sustainability Plan proposes a governance and implementation model that balances European coordination with national ownership. The open-access core version of the H-PASS training ensures transparency, accessibility and long-term public value, enabling educational institutions, healthcare organisations and policymakers to access and use the materials without restrictive barriers. At the same time, national adaptations enable contextualisation within different healthcare systems, allowing partners to tailor learning content to national priorities, regulatory requirements and workforce needs. The stewardship model developed under WP6 establishes clear responsibilities for maintaining the integrity of the core curriculum, coordinating updates and safeguarding quality assurance processes as digital health technologies and training needs evolve.

Another key lesson emerging from the project concerns **the importance of institutional anchoring**. Long-term sustainability depends on embedding training initiatives within existing

organisational and educational structures rather than relying solely on temporary project-based initiatives. By integrating H-PASS modules into university programmes, continuing professional development systems and institutional workforce development strategies, partners have created practical pathways for the training programme to continue beyond the project lifecycle. This institutional integration also facilitates the recognition of H-PASS training within professional accreditation systems, thereby increasing incentives for healthcare professionals to participate in digital skills development activities.

The sustainability strategy further recognises that durable implementation requires **viable financial and organisational models**. While the core H-PASS training materials remain openly accessible in accordance with EU open-access principles, national implementations may adopt carefully regulated cost-recovery mechanisms to support administrative functions such as certification processes, training coordination and platform maintenance. This balanced approach preserves the non-commercial nature of the programme while enabling institutions to maintain, update and deliver the learning environment over time. In addition, complementary funding opportunities—such as national workforce development and planning programmes, institutional budgets, and future European funding initiatives—can further reinforce the long-term viability and expansion of the training model.

At the European level, the sustainability and scale-up of H-PASS will benefit from **strategic synergies** with existing initiatives addressing health workforce development, planning and digital transformation. Collaboration with European networks, digital skills partnerships and health workforce initiatives creates opportunities for knowledge exchange, policy alignment and replication in additional Member States. Through these connections, H-PASS has the potential to contribute to a broader European ecosystem supporting digital skills development, thereby strengthening the coherence of EU efforts aimed at improving the digital readiness of healthcare systems.

The **policy recommendations** presented in this deliverable highlight the shared responsibility of policymakers, educational institutions, professional associations and healthcare organisations in advancing digital workforce development. Effective digital transformation requires coordinated policy action that integrates digital competencies into workforce strategies, accreditation frameworks and national digital health roadmaps. At the same time, bottom-up initiatives led by educators, healthcare employers and professional communities are essential for embedding training opportunities into everyday professional practice and ensuring that digital learning remains responsive to real clinical needs.

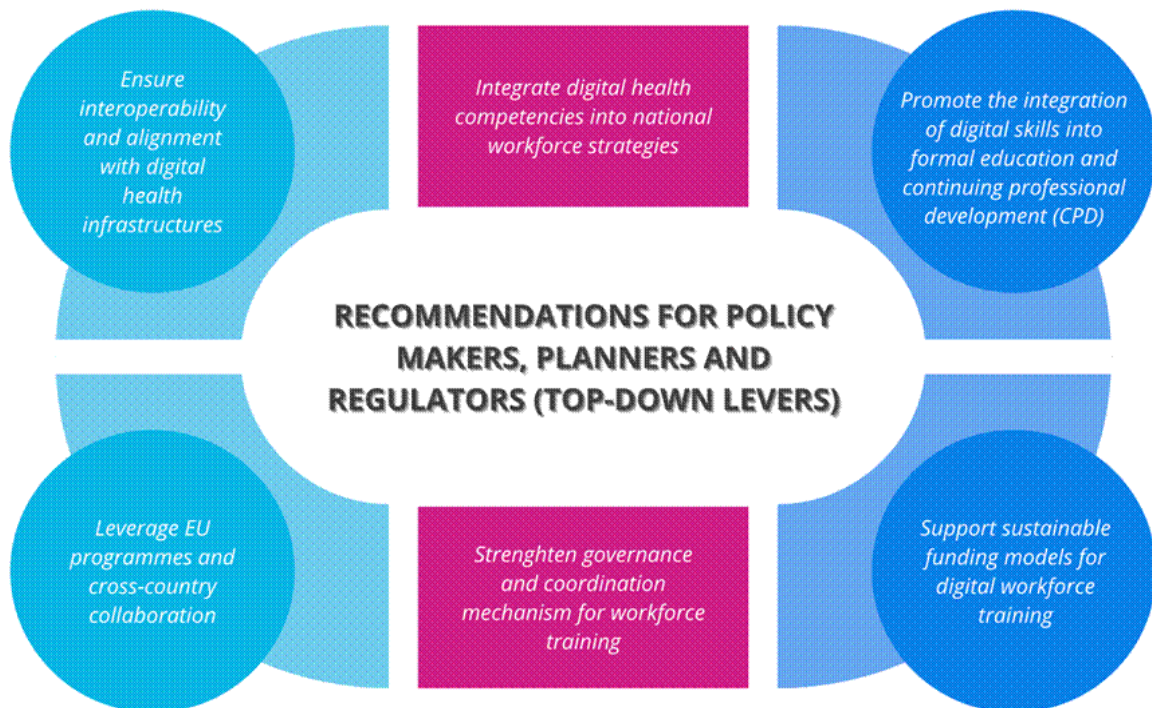
Looking forward, the long-term impact of H-PASS depends on continued collaboration among partners and stakeholders committed to strengthening digital health literacy across Europe. Key priorities for the coming years include formalising governance and stewardship arrangements for the H-PASS learning environment, strengthening the institutional integration of training modules within education and CPD systems, expanding the train-the-trainer model to build local teaching capacity, and reinforcing engagement with European and national networks responsible for workforce development and digital health policy.

In conclusion, the H-PASS Sustainability Plan transforms the experience gained through the project into a practical roadmap for strengthening digital health competencies across European healthcare systems. By combining open access principles, institutional integration, collaborative governance and policy alignment, the plan ensures that the project's results can continue to generate value beyond the lifetime of EU funding. Ultimately, this approach contributes to building a digitally competent health workforce capable of supporting innovation, improving patient care and strengthening the resilience, efficiency and sustainability of health systems across Europe.

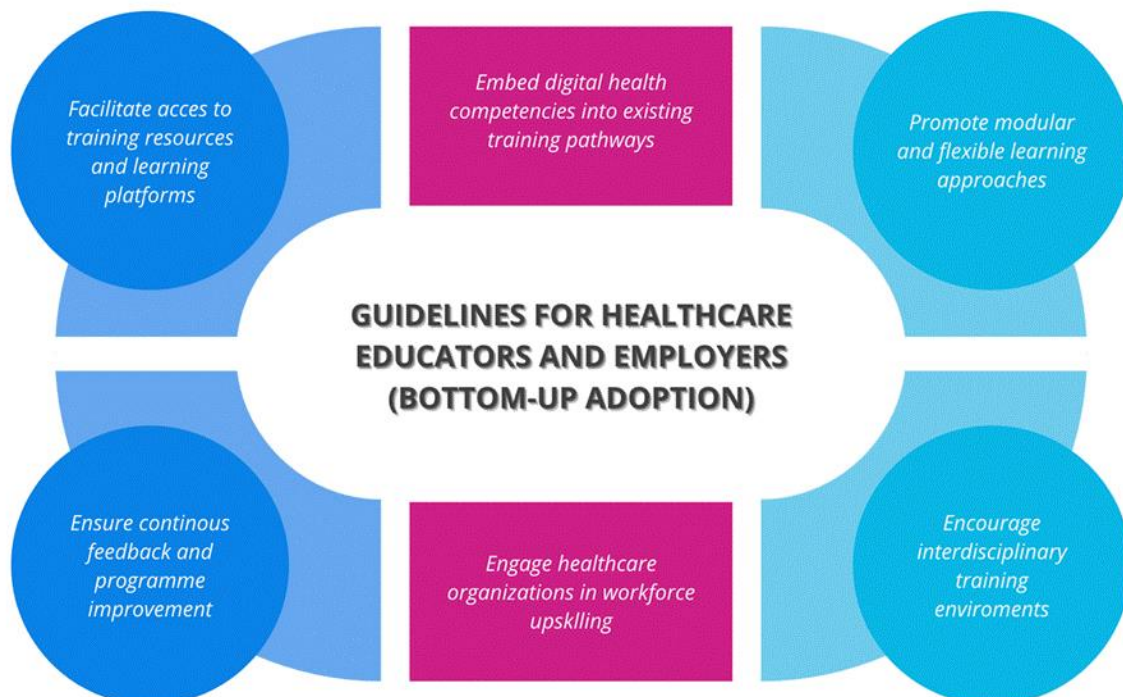
10. ANNEXES

ANNEXES 1 – SUSTAINABILITY PLAN FLOW CHART

Recommendations for policy makers, planners and regulators (top-down levers)



Guidance for Healthcare Educators and Employers (Bottom-up Adoption)



ANNEXES 2 - EU WORKFORCE INITIATIVE

ACRONYM	TITLE	DURATION	PROGRAM	OBJECTIVE	WEBLINK
TSI HEALTH HUB	The Italian EU Resources Hub for sustainable investing in health: a case study on health workforce and smart programming tool using AI	2025-2027	DG REFORM	promoting strategic reform of Italian healthcare personnel through investments aimed at reducing imbalances, using multi-level technical coordination initiatives and tools, both intra- and inter-sectoral (including those related to technology and artificial intelligence). Defining capacity building pathways aimed at consolidating an integrated vision of healthcare workforce planning and governance	LINK (Only Italian)
BRIGHTskills	Boosting Resilience, Innovation and Growth in the HealTh industry through skills development	2025 - 2028	Erasmus +	Ensuring that Pharmaceutical, Biomanufacturing, MedTech, Digital Health and Medical Supply industries have workers with the technical proficiency, environmental acumen and strategic vision to advance competitiveness and innovation in the healthcare ecosystem.	LINK
ARISTOTELES	Applying ARTificial Intelligence to Define clinical trajectoryS for personalized predicTiOn and early deTEctiOn of comorbidiTy and muLtimorbidiTy pattErnS	2023-2028	Horizon Europe	Establishing a multinational data platform for developing AI approaches to manage complex diseases with comorbidities through various pathways. Employing innovative AI technology, the project seeks to assist patients dealing with Atrial Fibrillation (AF) and other intricate diseases. The integration of AI into clinical practice aims to create personalised risk assessment and management tools using patient data in an ethical manner.	LINK
CARE ABOUT IT	Revolutionising the healthcare landscape through technology	2023 - 2027	Erasmus +	With a growing shortage of healthcare workers and a large gap between the health industry, education, and IT, the healthcare	LINK

				system in the EU is facing a big challenge. In the Care about IT project, 15 partners from four EU countries, coming from both education and the industry, have combined forces to combat this issue.	
e-Hospital4Future	Building future through an innovated and digital skilled hospital	2023 - 2025	EU4Health	Providing training modules for healthcare professionals that combine soft skills, technical skills, and digital skills, including emotional resilience and digital skills that become relevant in crisis situations.	LINK
TRANSITION	Digital TRANSition and dIgiTal resilience in ONcology	2023 - 2025	EU4Health	Creating a new state-of-the-art education and training programme for informal carers, clinical and non-clinical professionals that will empower them to acquire the digital skills and competencies required to meet the current and future needs of effective cancer care.	LINK
AMR-EDUCare	EduCation on Antimicrobial REsistance for the health workforce	2023 - 2025	EU4Health	Targeting the prevention and reduction of antimicrobial resistance (AMR)'s health burden by filling educational gaps on AMR for both clinical and non-clinical health workforce.	LINK
DDS-MAP	Dynamic Digital Skills for Agility and Resilience in Medical and Allied Professions	2023 - 2025	EU4Health	Developing new training provision for healthcare and allied professionals in the EU, focused on the acquisition and mastery of new digital technologies in the delivery of care services.	LINK
DigiCanTrain	Digital Skills Training for Health Care Professionals in Oncology	2023 - 2026	EU4Health	Up-skilling and re-skilling the health care workforce in the cancer care setting which then in return support the development of effective, person-centred health care, digital cancer care services and the use of contemporary eHealth technology by the Health Care Professionals - HCPs.	LINK

GESEA4EU	Gynaecological Endoscopic Surgical Education and Assessment for Europe	2023 - 2025	EU4Health	Developing standardised learning modules applicable and recognised across Europe. Furthermore, ESGE wishes to expand the scope of the programme to include training also for nurses and supporting non-clinical staff, including related industries.	LINK
THCS	Transforming Health and Care Systems	2023 - 2029	Horizon Europe	Contributing to the transition to more sustainable, efficient, resilient, inclusive, innovative, and high-quality health and care systems in Europe. Activities: Generate new knowledge, scientific evidence, co-design innovative solutions, and support their transfer and dissemination across countries and regions	LINK
HEROES	HEalth woRkfOrce to meet health challEngeS	2023 - 2026	EU4Health	Improving workforce planning in the European health sector to ensure accessibility, sustainability, and resilience of healthcare services. Key Focus Areas: Enhance workforce planning databases, develop effective tools and methods, define the optimal skill mix for health workforce planning	LINK
TEAMCARE	inTerprofessional EuropeAn curriculumM for health and social Care staff: developing a speciAlist in personalized useR-centered carE in the community	2023 - 2026	Erasmus +	Enhancing the responsiveness of health and social care systems to current societal challenges, focusing on developing specialist skills for personalized and user-centered care in the community	LINK
TSI DIGITAL SKILLS	TSI Digital skills to increase quality and resilience of the health system in Italy	2022 - 2024	DG REFORM	Increasing digital skills of healthcare professionals in Italy, better prepare them to provide safe and high-quality care	LINK (Only Italian)

BeWell	Blueprint alliance for a future health workforce strategy on digital and green skills	2023 - 2026	Erasmus +	Increasing digital skills of healthcare professionals across Europe, develop a strategy for a more digital healthcare system through training programs and skill development	LINK
EUVECA	EUropean platform for VEt excellence in health CAre	2022 - 2026	Erasmus +	ShowcasiNg how Vocational Education and Training (VET) can contribute to moving innovation forward within the healthcare sector and ensuring its sustainability both at a EUand a regional level. Creation of Regional Vocational Excellence Hubs in 7 EU regions which collaborate within a EU Platform for Vocational Excellence in Health Care.	LINK
DS4Skills	Data Space for Skills	2023 - 2024	Digital Europe	Creating a European digital platform for managing and sharing initiatives related to data exchange in education and skills, aiming to enhance the development of skill data space	LINK
TaSHI	Empowering EU health policies on Task SHifting	2021 - 2024	Health Third Programme	Providing understanding and updated knowledge on task shifting in healthcare, with pilot projects to collect evidence on task shifting practices in different healthcare domains	LINK
OASES	Promoting evidence-based reforms on medical deserts	2021 - 2024	Health Third Programme	Strengthening the capacity of health authorities to reform healthcare systems, focusing on addressing medical deserts by actions such as skill mix optimization and e-health adoption	LINK
METEOR	Mental Health: a focus on retention of healthcare workers	2021 - 2024	Health Third Programme	Focusing on retaining healthcare workers in the EU, improve scientific knowledge, and develop evidence-based policy recommendations through surveys and co-creation workshops	LINK
ROUTE-HWF	Roadmap OUT of mEdical deserts into supportive Health Workforce	2021 - 2024	Health Third Programme	Define medical deserts, develop guidelines for monitoring them, analyze factors leading to medical desertification, and provide a	LINK

	initiatives and policies			roadmap for implementing workforce policies	
AHEAD	Joint Action for Health and Equity: Addressing medical Deserts	2021 - 2023	Health Third Programme	Reducing health inequalities by addressing medical deserts in Europe, focusing on improving access to healthcare services and ensuring equitable access to a sufficient number of qualified healthcare workers in specific countries	LINK
	Health Large Scale Partnership	2023 - ONGOING		The Health Large Scale Partnership aims to create and implement a shared model for the development of healthcare personnel skills in Europe, with a specific focus on green and digital skills. It seeks to establish a culture of continuous learning, facilitate dialogue among healthcare professionals, address disparities in healthcare and education systems, and promote the exchange of data on skill gaps and needs.	LINK
HTP	Harnessing Talent Platform	2023 - ONGOING		It invites stakeholders to join new working groups to address issues such as the reduction of the working-age population and the youth exodus from certain regions. The HTP provides technical assistance to selected regions, including to attract, develop, and retain talent	LINK
	The Skills Partnership for the European Health Industry	2023 - ONGOING		The goal is to enhance training across Europe, especially in the context of the green and digital transition, by sharing knowledge, experiences, and resources. The partnership aims to engage in skill improvement and requalification initiatives while promoting on-the-job learning opportunities for stakeholders in the healthcare sector, including pharmaceutical companies and universities	LINK

	Skills Partnership for Long Term Care	2023 - 2030		The Skills Partnership for Long Term Care aims to train at least 60% of long-term care professionals annually in digitalization and person-centered care by 2030. The partnership plans to apply for a Blueprint for sectoral cooperation on Long Term Care skills, undertaking activities such as creating European-level curricula and training programs for long-term care professionals.	LINK
	Pact for skills	2020 - ONGOING		The "Pact for Skills" is a key initiative of the European Skills Agenda, supporting public and private organizations in upskilling and reskilling to thrive in green and digital transitions. Pact members have access to knowledge on upskilling and reskilling needs, advice on relevant funding tools, and partnership opportunities.	LINK
	European Year of Skills	2023		Designated as the European Year of Skills, 2023 aims to inject new energy into continuous education. This special year provides businesses and individuals with tools to actively participate in the transition to a greener and digital future, promoting innovation and enhancing competitiveness.	LINK

ANNEX 3 - KAUNAS WORKSHOP OUTPUT

Pilot Country	Recognition Status / Partner Role	Institutional Integration/Adoption Plan
Hungary (OKFŐ)	Accreditation confirmed "yes, for doctors, nurses and allied health professions" (not pharmacists).	Reliance on institutional partners who are themselves authenticated training institutions to guarantee continuation after the project ends.
Lithuania (LSMU)	Accreditation confirmed "yes for nurses and midwives" . LSMU focuses on organizing qualification improvement courses and assessing acquired competencies.	The training is planned to be incorporated as a part of the master degree modules to ensure permanent embedding within academic curricula. The long-term sustainability model includes training programs with a fee for health professionals .
Romania (UO, CJFBH)	Accreditation confirmed "yes, for pharmacists" (via CJFBH, the Bihor County Pharmacists Council).	The long-term sustainability model includes training programs with a fee for pharmacists . (This fee structure likely relies on the established professional requirement for CPD accreditation managed by CJFBH.)
Cyprus (EUC)	Accreditation confirmed "yes, Cyprus medical association" . EUC is dedicated to continuous medical education (CME credits).	Relies on integration into existing short course curricula and skills training programs through the European University Cyprus (EUC). The long-term sustainability model includes training programs with a fee for health professionals
Greece (UOC)	Accreditation confirmed "yes, for all professions (i.e. physicians, nurses, pharmacists, midwives and physiotherapists), via the Panhellenic Medical Association . UOC provides CME programs to health professionals.	Plans include incorporating modules into main courses to ensure adoption.

Italy (AGENAS, ProMIS, UniCAT, UNI Sant'Anna)	Accreditation confirmed "yes, for all professions". AGENAS provides technical support for the National Continuing Education Commission (CNFC), defining accreditation rules.	The strategy centers on capitalizing the project results by promoting their implementation at regional and local levels through integration with the TSI Project ("Digital skills to increase quality and resilience of the health system in Italy"). This top-down lever involves cooperation with the Ministry of Health and the Department for Digital Transformation (DTD).
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Co-funded by
The European Union

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