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FEMaLe

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Legislation

Legislation H2020 Framework Programme – Regulation (EU) No 1291/2013 of the European Parliament and of the Council of 11 December 2013 establishing Horizon 2020 - The Framework Programme for Research and Innovation (2014-2020) (OJ 347, 20.12.2013, p. 104).

Euratom Research and Training Programme (2014-2018) – Council Regulation (Euratom) No 1314/2013 of 16 December 2013 on the Research and Training Programme of the European Atomic Energy Community (2014-2018) complementing the Horizon 2020 – The Framework Programme for Research and Innovation (OJ L 347, 20.12.2013, p. 948).

H2020 Specific Programme – Council Decision 2013/743/EU of 3 December 2013 establishing the Specific Programme Implementing Horizon 2020 - The Framework Programme for Research and Innovation (2014-2020) (OJ L 347, 20.12.2013, p. 965).

Rules for Participation (RfP) – Regulation (EU) No 1290/2013 of the European Parliament and of the Council of 11 of December 2013 laying down the rules for the participation and dissemination in Horizon 2020 – the Framework Programme for Research and Innovation (2014-2020) (OJ L 347, 20.12.2013, p.81).

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Finding Endometriosis using Machine Learning: FEMaLe

PROJECT IMPACT ACTION STRATEGY (PIAS)

1. INTRODUCTION AND STRUCTURE

The FEMaLe Project Impact Action Strategy (PIAS) is a key deliverable for WP1 for setting up the basis for an effective project impact monitoring and further to ensure the impact outcome of the project.

This document is intended as a manual for all FEMaLe Consortium Beneficiaries to be used as a guide when a specific question needs to be answered for impact monitoring and assessment. This document will further describe the project methodology that will be applied during the operation of the FEMaLe project to ensure consistency and required levels of quality for the project results.

The methods described in this deliverable will be utilised to monitor the performance and impact of the FEMaLe project with the goal of identifying quantitative or qualitative deviations and to implement remedial actions should such deviations occur.

As its guiding purposes, this deliverable provides a harmonised set of indication, procedures, templates, and support documents to be used by all partners for an effective implementation of the project.

The document is structured with the following chapters:

- Chapter 2 H2020: Call's Expected Impact
- Chapter 3 Half Double – Project Methodology
- Chapter 3.1 Impact
- Chapter 3.1.1 Impact Monitoring – The Impact Case
- Chapter 3.1.2 Early Value Creation – Impact Solution Design
- Chapter 3.1.3 The Satisfaction of Key Stakeholders – Pulse check
- Chapter 4 From Methodology to Practice
- Chapter 4.1 Half Double – Impact Action Plan
- Chapter 5 Appendix

2. H2020: CALL'S EXPECTED IMPACT

The FEMaLE project responds to the specific challenge put forward in 'SC1-DTH-2018-2020: Personalised early risk prediction, prevention and intervention based on Artificial Intelligence and Big Data technologies', under the "Digital transformation in Health and Care" call in the 2018-2020 Health, demographic change, and wellbeing work program.

The Call's Expected Impacts and FEMaLE's Action Plan responding to them are listed below:

Call's expected impact	FEMaLE action plan	WP
Evidence of the benefits of delivering adequate information regarding personalised risk prediction, prevention and intervention, based on proof of concept and involvement and specified roles of stakeholders.	<i>We will facilitate standardisation and increase safety, accuracy and effectiveness of minimally invasive surgery by acquiring the expertise of the expert surgeons. The increased rate of complete excision of the disease will reduce the recurrence rate by 50%, which is described in the literature as high as 50% due to incomplete excision than actual recurrence of the disease.</i>	6+ 7
Clear improvements of outcomes for individuals, care systems and society, based on personalised early risk prediction compared to current practices.	<i>We will develop and feasibility test clinical decision support tools, thereby enabling the delivery of precision medicine. We expect to be able to reduce overall cost of endometriosis treatment by at least 20%.</i>	4+ 6+ 7+ 8
Usefulness and effectiveness of integration and coordination of interventions in new health and care pathways, based on person-centred early risk prediction, prevention and intervention models.	<i>We will overall reduce time spent by the non-expert surgeon to find the division plane by 50%. This could drastically decrease the disparity of the quality of surgery between expert and non-expert centres for specific surgical procedures paving the way to offer the best surgical practices to the whole population irrespective of the institution.</i>	6+ 7
Realise large-scale collection of user-generated data in compliance with data protection, privacy and security rules and principles.	<i>We will create the first big dataset of annotated images in endometriosis dedicated to surgical treatment of endometriosis.</i>	7
Support integration with tools and services under the European Open Science Cloud.	<i>SMOP will be based on an open protocol to enable adaptation and further development by healthcare institutions and SMEs to improve the lives of people across Europe and the world.</i>	5

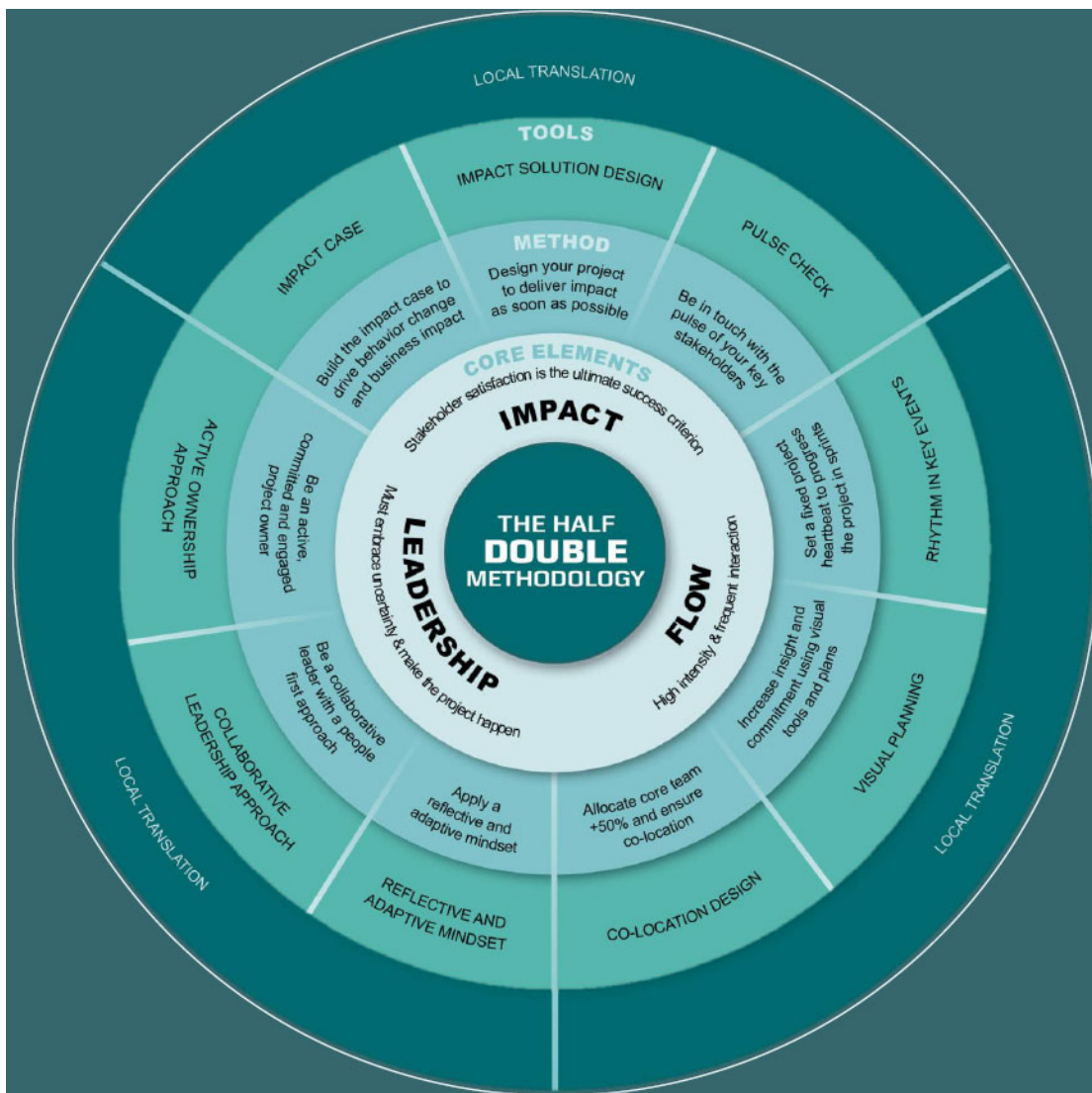
To reach and fulfil the Call's Expected Impact, the FEMaLE project will utilise the state-of-the-art Half Double methodology. The cutting-edge framework is built upon evidence-based research and experience and will help us capture the untapped potential through concrete principles, methods, and tools. Half Double expands on both classical and agile project methods; it is an agile hybrid model. The next chapters will present Half Double methodology, methods/tools with focus on monitoring the impact of FEMaLE and the best way to reach the expected impact.

3. HALF DOUBLE – PROJECT METHODOLOGY

Half Double demands a strong focus on three core elements to 'reduce time to impact', 'keep the project in motion' and 'promote the leadership of people rather than the management of technical deliverables'.

Each core element puts forward a principle for how to lead the work packages. Each principle is directly linked to a method – a proposed approach, procedure, or process for bringing the principles to life in practice. And each method is supported by a tool – a specific instrument – aimed at promoting implementation. The foundation can be viewed below.

In this document, the focus will solely be on the *Impact* element of the Half Double methodology. The two other Half Double core elements will be utilised in D10.1, focusing on project management.



3.1 IMPACT

Half Double emphasises the flow of impact for the duration of the project and the fact that the impact can and should be defined initially and realised at different points during the process. In this context, impact corresponds to value creation.

Impact is ultimately about stakeholder satisfaction. Moreover, user involvement and pulse check are key drivers. Project success is a multidimensional strategic concept. It should be realised as quickly as possible in the project process to ensure the impact of the project, as well as to account for different stakeholders' points of view. Therefore, we will work with three basic methods which 1) define a detailed impact goal, 2) design the project to deliver impact as soon as possible and for the entire duration of the project and 3) continuously monitor the satisfaction of key stakeholders.

These three methods will be emphasised in the following chapters.

3.1.1 IMPACT MONITORING – THE IMPACT CASE

Half Double places its emphasis on impact, which means the first step for FEMaLe is to describe the project goals as a hierarchy of impacts. We will be utilising the tool 'The Impact Case', the template can be viewed in the appendix. The Impact Case will give a prioritised overview of the project's business and behavioural targets to create project value. The description includes a hierarchy of goals for desired business impacts and the behavioural impact we need to see to realise the business impacts. The guidelines for building the Impact Case and impact monitoring will be:

1. Build an objective hierarchy with purpose, success criteria and main deliverables; stakeholder satisfaction is the ultimate success criterion.
2. Identify business impact using the objective hierarchy and by asking:
What business effect is needed?
3. Identify necessary behavioural changes to realise business impact by asking:
What will leaders and employees be doing different/better afterwards?
4. Design few but critical and leading impact key performing indicators (KPIs).
5. Gain commitment with project sponsor and upper management.
6. Use KPIs to adjust for early impact realisation.

3.1.2 EARLY VALUE CREATION – IMPACT SOLUTION DESIGN

Half Double focuses on achieving the various impacts quickly. We will realise this through close collaboration with users, clients, and other key stakeholders to ensure high stakeholder satisfaction and impact-driven solutions. The project is therefore designed as a roadmap of the project's value creation from start to finish, and we will follow up on impact indicators in order to learn and act quickly. In this section we will be utilising the tool: 'The Impact Solution Design'.

The Impact Solutions Design is based on an insightful core idea to drive value creation and early project output. The Impact Solution Design process is a human-centered, learning focused and hypothesis-driven approach to gain early impact, reduce uncertainty, and prove the worth of the project.

To formulate the core idea and build the Impact Solution Design, a five-step process is proposed to frontload insight and drive user, subject matter expert and key stakeholder involvement. Involvement will build early support for the Impact Solution Design. The five-step process contains five workshops, which can be viewed below (and also in the graphic design in the Appendix):

1. **Initiate start-up (4 hours).**

Content: Meet and greet, objective setting, initial impact case, planning the process and time bookings. Participants: Project owner and project leader.

2. **Impact definition (6 hours).**

Content: Impact case, overall impact solution design, key stakeholder overview, drive and book team. Participants: Project owner, project leader and two key people.

Mini Pulse: Sponsor alignment.

3. **Impact Solution Design sprint 1 (6 hours).**

Content: Impact solution design in detail, impacts, deliverables, work plan, risk assessment and benefits. Participants: Project owner, project leader, solution team and user representation.

4. **Impact Solution Design sprint 2 (4 hours)**

Content: Impact solution design in dept and cost overview, adjustments to plan and insights, propose project organisation and preparing the charter. Participants: Project owner, project leader, solution team and user representation.

5. **Concluding start-up (2 hours)**

Content: Conclusion and presentation to Project owner and key management stakeholders, decisions and next steps and collect learnings to accelerate execution. Participants: Project owner, project leader, solution team, key management stakeholders and the PMO.

At last, finish the five-step process with a *Mini Pulse: Key stakeholders committed.*

These guidelines will help FEMaLe to successfully develop the project's impact solution design:

1. Identify key stakeholders to be involve in the Impact Solution Design process.
2. Use the process to formulate the core idea for early impact creation and build the Impact Solution Design, based on this idea.
3. Use fast prototyping, early learning, and customer insight to support the process.
4. The Impact Solution Design process is not a pre-defined series of orderly steps, but a system of 'spaces' that usually will be looped a few times.

3.1.3 THE SATISFACTION OF KEY STAKEHOLDERS – PULSE CHECK

Different stakeholders demand different impacts, and these impacts are achieved at different points in the project process. Thus, it is of paramount importance that we continuously check the pulse of selected stakeholders. It is essential that we monitor the satisfaction levels of our key stakeholders in real time to take action and adjust processes on a monthly basis. The *Pulse Checks* will be done though an online questionnaire (six questions) send monthly via SurveyXact to key stakeholders, providing the basis for an ongoing feedback dialogue. The specific guidelines for Pulse Check are:

1. Identify and group key stakeholders.
2. Adapt questions to organisational culture and respondent groups.
3. Design Pulse check process in alignment with project heartbeat and the rhythm in key events
4. Gain buy-in and communicate the purpose, the tool, and the process to key stakeholders – early.
5. Initiate the following process:
 - Pulse check is distributed (electronic questionnaire).
 - Answers are registered, and reports generated.
 - Report sent out to team together with attention points.
 - Presentation and evaluation. Needed actions identified.
 - The team follows up on the last months and selects high impact actions.
 - Improvement actions implemented.
6. Continuously enforce the process and follow up on people's engagement.

Pulse Checks create the insights to data-drive dialogue needed amongst key stakeholders to ensure continuous focus on impact energising working conditions, collaboration, and personal development on the project. Data generated from *Pulse Checks* will be used to structure Impact Solution Design (see D1.1, 3.1.2 'Early value creation – Impact Solution Design') and future Work Package Sprint Solutions (see D10.1, 3.1.2 'Rhythm in key events'). Further, the data will be used in process evaluation of Half Double usage within the FEMaLe project - this will be described further in D1.2 – as well as inform the Executive Board at meetings regarding the monitoring and assessment of impact in the FEMaLe project.

4. FROM METHODOLOGY TO PRACTICE

The Half Double activities are structured in the Impact Action Plan, which entails the strategy and manage the activities to ensure the implementation of the Half Double methodology. The strategy will be implemented by the FEMaLe PMO in close collaboration with all FEMaLe WP Leaders, utilising the Half Double methodology as the project's actionable monitoring framework.

4.1 HALF DOUBLE IMPACT ACTION PLAN

Timeline	Project member	Activity	Key objectives
Early May 2020	All Beneficiaries in Consortium	PIAS document will be sent to the Consortium	<ul style="list-style-type: none"> • Introduce and implement the Half Double methodology in the Project. • Create a common ground and basis understanding of the Half Double methodology for entire Consortium.
Late May 2020	WP Leaders	Online workshop	<ul style="list-style-type: none"> - Create an understanding of the Impact element in Half Double methodology. - Utilise tools in the Impact element of the Half Double methodology.
June 2020	WP Leaders	<p>WP Leaders will complete Impact Case for each of the 10 WPs.</p> <p>All Impact Cases will be shared in a continuously updated overview document (Miro)</p>	<ul style="list-style-type: none"> - Monitoring Impact in all WPs. - FEMaLe Beneficiaries can follow up and monitor WP Impact progression. This creates trust, transparency and overview over all 10 WP's value creation. - Easier to report all Impact deliveries to the European Commission.
Monthly basis throughout the Project	WP Leaders	EQUIP (P1) will be in charge of circulating the Pulse Check questionnaires to key stakeholder on monthly basis.	<ul style="list-style-type: none"> - To navigate the entire Project with stakeholder satisfaction as one of the main guiding principles. - Create the insights needed amongst key stakeholder to ensure continuous focus on impact, energising working conditions, collaboration, and personal development on the Project. - Continuously enforce the process and follow up on people's engagement.

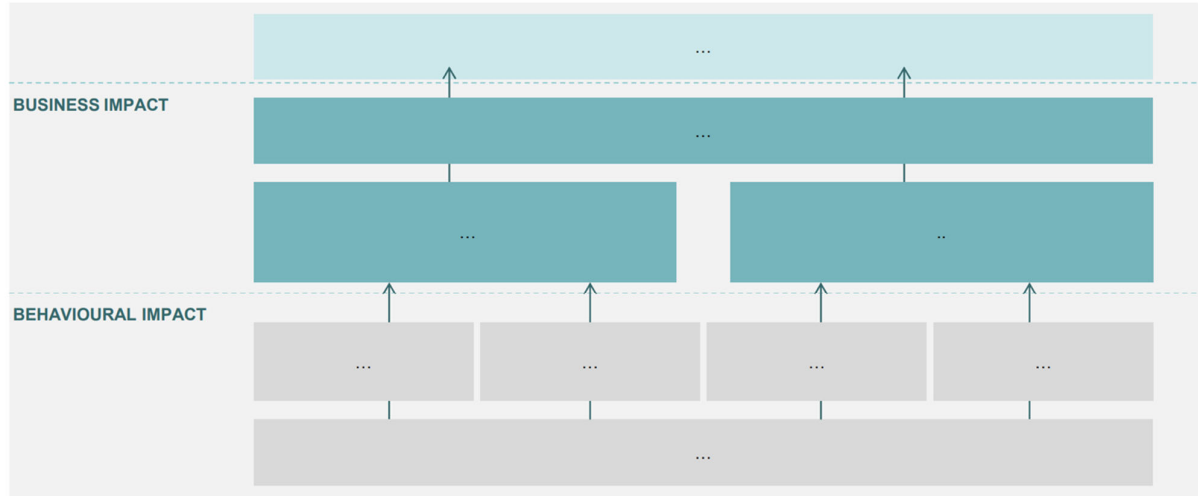
5. APPENDIX

5.1 THE IMPACT CASE

PROJECT VISION

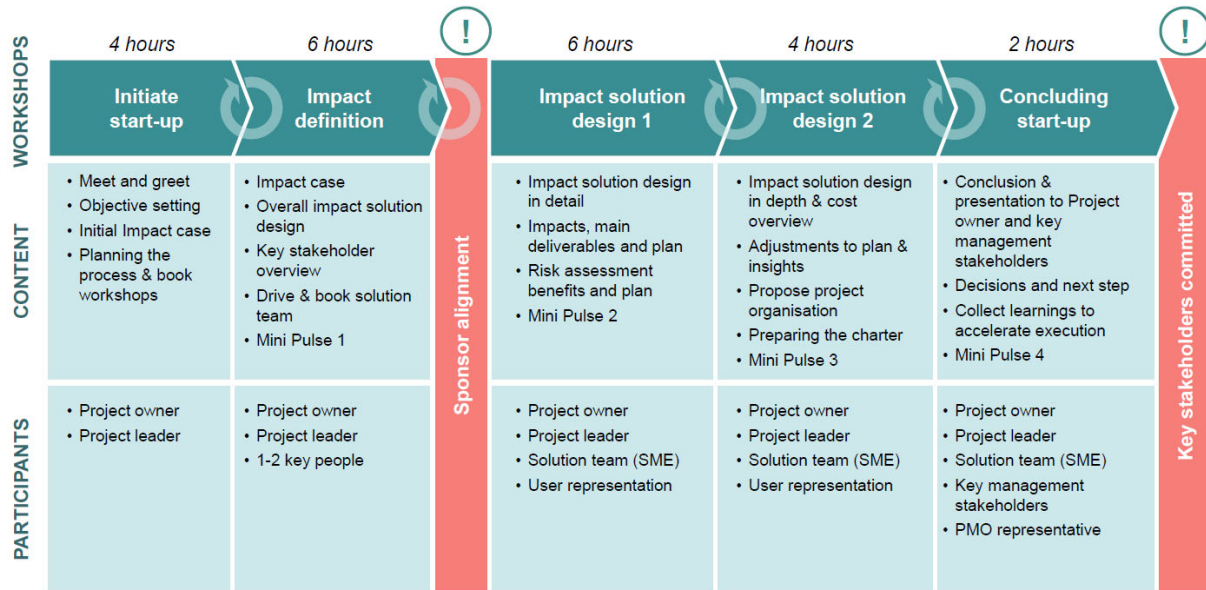
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IMPACT CASE



Impact objectives [Insert picture of impact case]	KPI/ measure	Baseline	Target	[Month 1]	[Month 2]	[Month 3]	[Month 4]	[Month 5]	[Month 6]
BUSINESS IMPACT:									
...	...								
...	...								
...	...								
...	...								
BEHAVIOURAL IMPACT:									
...	...								
...	...								
...	...								
...	...								

5.2 IMPACT SOLUTION DESIGN

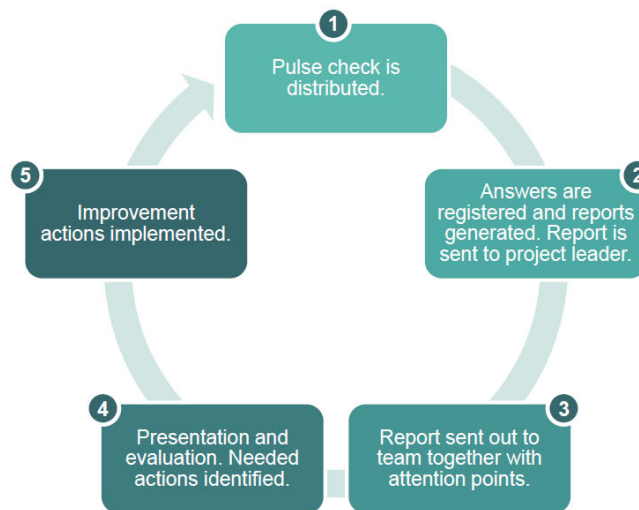


5.3 PULSE CHECKS

SIX QUESTIONS and A PULSE OUTPUT REPORT

1. Are you confident that your current work is creating impact for the project?
2. Do we deliver and collaborate effectively in the project?
3. Are you having have good fun and energy working in the project?
4. Are you getting the support & feedback you need?
5. Are you developing personally and professionally working in the project?
6. All in all; Are you convinced that this project is executed more effectively and with more focus on impact than other projects?

Feedback, comments or suggestions?



- 1 Remember to inform team that Pulse Check will be sent out, and to underline the purpose and value-add of the questionnaire in order to enhance the number of respondents and to ensure buy-in.
- 2 As project leader, be available for questions and thoughts regarding Pulse Check questions and application from project team.
- 3 Team receives report together with the project leader's attention points (any particular low/high scores he or she thinks needs to be addressed). Team should also be encouraged to chip in with the attention points they believe should be addressed.
- 4 Pulse check results are presented to the team. Team discusses alternative actions to be initiated to improve scores going forward. High impact actions selected. **NB!** Remember to follow up on last months actions.
- 5 Defined actions from the meeting is followed-up on by agreed responsible and implemented in-between monthly Pulse check meetings.