MEDIC NEST

Consortium Portfolio of Future Projects

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ABSTRACT

This deliverable represents the Future Projects that the Medic-NEST Consortium will try to execute in continuation of this project, taking into account the final strategy, the action plan, and all needs and considerations created and solicited by the Meta-cluster members are included.

STATEMENT OF ORIGINALITY

This deliverable contains original unpublished work except where clearly indicated otherwise. Acknowledgement of previously published material and of the work of others has been made through appropriate citation, quotation or both.

DISCLAIMER

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1. Introduction

As stated in the Join Action Plan for Precision Medicine against Cancer, the **Medic Nest Meta Cluster** is mobilizing the collective power of the four founder clusters and all associated partner clusters active in the HealthTech domain across Europe, joining forces and creating different actions and projects in the field of precision medicine.

The future projects that will be developed by this consortium, will be oriented and guided by the five strategic lines identified in the Meta-cluster Strategy in Precision Medicine, and taking into account the actual landscape of innovation and progress. This portfolio tries not to be a collection of ideas; but a collection of actions to demonstrate the commitment of the founder members to shaping a future where these five lines, growth, knowledge transfer, visibility, policy making, and sustainability, serve as guide to determine the projects that are more relevant for Precision Medicine.

Growth:
At the heart of every project lies the pursuit of growth in terms of numbers, but also in the impact we can create. Growth is the engine that propels us forward, driving us to reach new heights and explore new opportunities. Whether it's expanding into new markets, scaling existing initiatives, or fostering innovation, our focus remains on unlocking new opportunities for advancement.

Through meticulous planning, strategic partnerships, and a relentless drive for excellence, we cultivate an environment where growth becomes not just a possibility, but a natural progression. Each project will continue with the spirit of resilience and adaptability that has guided the Medic-NEST project since the beginning.

Knowledge Transfer:
Our main asset as clusters is the knowledge of our members and the main capacity should be locating the most relevant knowledge for the Meta-cluster members and share it all together to increase the capacities of the Precision Medicine field. Information is abundant but knowledge remains scarce, so the ability to transfer knowledge effectively becomes absolutely relevant. In our view, and in our members, knowledge transfer is not just about disseminating information; but fostering understanding, empowering individuals, and catalyzing change. It's about creating a culture of learning and collaboration where ideas can flourish and innovations can thrive.

Through mentorship programs, training initiatives, and knowledge-sharing platforms, we strive to bridge the gap between theory and practice, academia and industry, experience and expertise. As we share our insights, experiences, failures and lessons learned, we get ready for the future.

Visibility:
From the Meta-cluster we consider the visibility one of the most determining lines for making a project successful as it's not enough to simply have a great service or a wonderful strategy and prjects; we need to ensure that it's seen and recognized by the right audience. Visibility is about more than just marketing; it's about building a brand, cultivating a reputation, and shaping public perception.

Through strategic branding, targeted marketing campaigns, and thought leadership initiatives, we elevate our projects from mere offerings to indispensable assets. We leverage the power of storytelling to create narratives that resonate with our audience, capturing their imagination and inspiring action. Whether it's through social media, press coverage, or industry events, we ensure that our projects are front and center, commanding attention and driving engagement.

Policy Making:
Policy making is not just the domain of governments and regulators; it's a collaborative effort that requires input from all stakeholders and we want to be there. It's about creating frameworks that enable innovation, foster growth, and protect the interests of society as a whole.

With this stakeholder engagement and ensuring the Medic-Nest Meta-cluster is considered a valid interlocutor between Precision Medicine professionals and authorities, we will work to shape policies that reflect the values and aspirations of our members recognizing that policy making requires nuance, diplomacy, and compromise with the final users that are no others than patients.

Sustainability:
The meta-cluster need to be sustainable by it self and not depend on the members or the partners so financial means to support the operation of the MEDIC NEST META Cluster are required although for the first 24 months, partners will participate in a volunteer basis, however as it will not be possible to execute any of the proposed actions without additional financing on top of the individual clusters' own contributions, a series of initial actions such as grants applications and sponsors will be sourced. After that two years, the MEDIC NEST Meta Cluster sustainability strategy and model will be reviewed.
Making available expertise on service development processes required across the Precision Medicine sector (i.e. legal, technical, financial), hence adding value to the regional ecosystems and the pan-European network

2. Collaborative projects per strategical Line

2.1.GROWTH

Needs to solve by the project portfolio
Within the domain of **growth**, the following needs were identified: N1.1 Business plan for the Meta-cluster N1.2 Economic growth of the members of the clusters = companies N1.3 Member growth of the Meta-cluster N1.4 Member growth of the cluster members of the Meta-cluster N1.5 Synergies with other initiatives N1.6 Support in international market access for the companies N1.7 Increase in market adoption of novel technologies N1.8 Support in specific precision medicine related go-to-market challenges: regulations, reimbursement, user acceptance...

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Objectives of the collaborative projects		Stakeholders to be joined and projects to relate to	Coordinator
N1.1	**Visibility** Dissemination and visibility plan for the Meta-cluster	**Stakeholders** All member clusters	Meta-cluster
N1.2/ N1.3	**Organize and attend events** Organize events (see above N1.1, N1.2) where companies can present their offerings. We will jointly showcase the successes of our companies (see N1.2). We will organize working groups (N1.4). We will link them to technology or scientific partners and investors and support them in pitching and finding money. We will organize joined calls for innovation where they can find non-dilutive funding. We will present the Meta-cluster at international events and execute a brilliant communication plan. We will present the Meta-cluster at cluster exchanges and at infrastructure visits.	**Stakeholders** All member clusters, other clusters, cluster members, industry, academia, regional authorities, public sector, policy makers, investors, developers, PPPs, health insurance companies	
N1.4/ N1.5	**Pan European cross cluster initiatives** We will work together in the framework of N1.7 and the other collaboration options presented above. This will enable the clusters to grow in members as they will see the benefit of taking part in cluster exchanges and cross cluster events and trainings. From the Meta-cluster and the individual cluster levels we will scout for new initiatives in precision medicine and link to them.		
N1.6	**International missions.** We will jointly create international missions.		
N1.7	**Increase market adoption of novel solutions in precision medicine** We will foresee in cross border interactions with the end-users, the patients, the consumers, the healthcare professionals (see N1.1 and N1.2). We will also foresee in international trainings on scale up challenges, regulatory barriers, business models, HTAs, reimbursement, … This goes hand in hand with N1.5.		

2.2. KNOWLEDGE TRANSFER

Needs to solve by the project portfolio
Within the domain of **knowledge transfer**, the following needs were identified: N2.1. Inspire actors on emerging technologies N2.2. Exchange best practices and success cases between actors N2.3. Novel business models that are fit for precision medicine products and services N2.4 Overcome that actors are working in silo's N2.5 Get to know the different solutions and processes from the different regions N2.6 Get actors traveling to other regions to learn from each other and collaborate N2.7 We need to know who is doing what and we need to get linked to each other N2.8 The need for digital literacy For each of the needs, we have identified different concrete collaboration topics to address the needs.

	Objectives of the collaborative projects	Stakeholders to be joined and projects to relate to	Coordinator
N2.1	**Desk research on emerging technologies can be reported via different means.** - Technology foresights - Reports - Events - Webinars - Infographics - Podcasts - Inspiring keynotes - Specialized communication eg medical articles - Social media posts It is important that the champions of N1.2 do check the credibility of a novel technology and its relevance in a certain domain before introducing it to the broader audience.	**Stakeholders** Clinicians Technology deployers, Healthcare professionals, ERC EIC Academia, patients Industry Decision makers **Projects** • Aquas Cataloni • CatSalut • AICIB Portugal • Real Health Systems • Catalonia who is who mapping • IHU France • FLASH project • Biocat has matchmaking portal with investors, companies and innovators on it.	Meta-Cluster
	Hackathons linked to a specific topic or transformative goal. We can join forces on cross border hackathons with other clusters. This will open up the floor to novel technologies and trends coming in from other regions. By making them on a certain topic or transformative goal it becomes more concrete!		
	Targeted workshops Within and outside the Meta-cluster we can organize targeted workshops in which key opinion leaders participate and in which we showcase stories.		
	Active participation of tech parks and TTOs By organizing visits to tech parks in other regions you might get to know novel technologies. Also keeping TTOs involved will be a key aspect in keeping a close eye on novel findings within the academia.		

N2.2	**Each region has its champion.** A champion or a master is a true expert that knows the actors of his/her region. This expert can support in linking partners. This person validates matches and by this adds credibility to a suggested link. Each cluster can be the reference centre for its own region or regional topic of interest.	**Stakeholders** Meta-cluster, clusters, cluster members, industry, academia, investors, developers and buyers, CEBR, decision makers, innovators **Projects** • IHU France • XChain platform • CEBR annual meeting • AAL has a long history. It would be interesting to learn from them. • Harmony project on hematological cancer	Meta-Cluster
	Long-term relationships between clusters By being in a long-term relationship and often working together clusters really get to know each other actors and can support the mingling of their members.		
	Matchmakings, speed dating and general or topic driven events: Align between events! Aligning events would strengthen the attendance rate and thus the cross fertilization between participants. It would also broaden the scope of presenters and enable to learn from actors from other regions. Aligning events would also lighten the travel effort of all actors and free up calendars. This collaboration effort has to be combined with N1.6. To make sure that you always bring in some new actors, a project could state that the organizing party (that organizes the event) always has to collaborate with at least one additional co-organizer.		
	Monitor successes and failures. To be able to share and spread success cases we need to track them. For that we need cross border objective criteria to measure: “what is a success?”. We need to communicate those successes in an international set-up. More importantly, it is key to track and share failures and learn from them as well.		
	Cluster exchanges, workshops and site visits We need to build collaborative programs of cluster exchanges where we go on site at interesting companies or cluster initiatives, see processes in action, talk to the different actors…. to be able to learn from each other. It is important to report the outcomes of the exchanges in a report, as this can be shared as best practices to a broader audience. It would inspire people to join a next exchange (see N1.6)		

	Expose infrastructure We can learn best while working together in a project or during visits. Like this also methods and protocols can be shared.		
	EU joined programs We need to have larger frameworks that join the solutions listed above. It is important that we do not have these as standalone events but that we can work based on frameworks or joined programs. The Meta-cluster could be the lead of such joined initiatives. The Meta-cluster could link to reference sites and reference regions and put them in the lead of covering a specific topic, but by keeping the overview and supporting the communication and attractiveness (like a value stamp: “empowered by the Meta-cluster”) it would boost the regional initiatives as well.		
	Female entrepreneurship and equality We will organize exchange programs for promoting and support females in life sciences.		
	Specialized innovation press and be active on social media and LinkedIn Communication is key. We need to celebrate our successes in the press. But communication has to be adapted to the audience. Highly scientific publications or business-related articles can have different audiences. Creating awareness within younger, less experiences people or the audience at large had different requirements compared to expert communications. Therefore, it would be good to have an EU specialized press that is capable of layering these communications that handle all kind of innovation topics. Again, through the clusters the press agency can relate to experts in the different domains and regions.		

N2.3	**Learn from the experts** We can work in a cross-cluster way to join the experts. We can make posters and webinars to show their expertise and to support people in connecting with the experts. It is important to connect with EIT in this domain. We can document successful models in publications and/or present them at conferences and events. We can learn from other regions and study which models are successful in these regions and what are the challenges these regions could not solve with these models. Maybe joined models can be a total solution.	**Stakeholders** SIVI, EIT, Meta-cluster, clusters, cluster members, industry, academia, regional authorities, public sector, policy makers, investors, developers, PPPs, health insurance companies **Projects** Nobocap	SIVI
	Advocacy We can join forces in voicing the need for harmonized business models to the EU commission. However, standardizations and harmonization need to be translated by local authorities before it can be beneficial to the companies		
	Regional hubs As it is most likely that there will be no one size fits all business model that would fit precision medicine products pan Europe, it might be interesting to build bridges between regions with comparable healthcare systems. Like this business models would be scaled to larger regions without running into region specific barriers. We need to learn from countries that have had success cases and try to adapt them to interregional level first, before aiming at EU or global level. First walk, then run!		
	Precommercial procurement By creating cross border innovation partnerships in a precompetitive set-up, so early on in the development cycle, all the way to product purchase, we can make the difference in many domains and create true impact. These partnerships can lead to purchases by big pharma and public sector		

N2.4	**Hackathons in the framework of EU alliances on technology/application level and Cross cluster workshops and Working groups organized by clusters** By bringing together stakeholders on a technological basis, we'll join many application domains for which this technology could be useful. By doing vice versa, you can bring together many technologies that might be used within the same application domain. By bringing together both matrices, you unlock a broad basis for novel insights and collaborations. It is also important to translate the challenges into industry language. Not all technological terms are linked in the minds of the industry actors to specific applications for which that could be used. It is inspiring to bridge completely different perspectives when doing the above. By bridging clusters, you can bridge different regions but also different sectors eg textile and health. To be able to have the right participants, we can build on the reference centers/champions of N1.2/N1.3. It is important to mingle amongst age, experience level and sectors. For the working groups it is important to mingle industry and academia on specific topics. Clusters can be the guides on why and how to do interdisciplinary work and enhance the understanding on the needs of the healthcare setting on different types of capabilities. During all of the listed interactions, it is important to have sufficient informal meeting moments like diners or "fun" activities at inspiring locations. Also it is important to have dedicated follow up visits integrated in project proposals that can be done in smaller teams.	**Stakeholders** SIVI IHU Industry Academia	SIVI
	Technology scouting and Cross technological partnerships Search for technologies that can be applied at intersections of different fields. Moreover we will organize series of meetings with European communities for AI (such as European AI Forum), Cybersecurity, Semiconductors. The goal to introduce the needs and trends in the field of precision medicine.		Health & Life Sciences Cluster AI Cluster Bulgaria

N2.5	**Platforms for protocols and processes** By having webinars and podcasts and documents on a platform available, people can learn from each other.	**Stakeholders** Meta-cluster, Clusters, innovators, regional authorities, incubators, accelerators CEBR **Projects** Genius Calls in France Nobocap	MedVia
	Internships and start up programs By having internships of several weeks or months, people can take a deep dive in a specific process or topic. We will organize pan-European common accelerating programs for startups in precision medicine.		
	Co-creation of white papers By joining forces on the co-creation of white papers across clusters and regions, we could share a lot of interesting insights that might prevent others of losing time or making mistakes.		
	Cluster exchange programs, special interest groups and cluster meet regions meetings Cluster can guide actors to meet with other actors and authorities in their domain and in other domains. Doing this in a cross border set-up would enrich the knowledge significantly.		
	Call for specific challenges If a call is launched on a specific challenge a region, group of actors or field of application is running into, it is easy to join actors and learn from each other. These calls could include funding for experts to travel and really install/train novel procedures at the premises of partners in the project.		
N2.6	**Virtual Mobility initiatives** We could join forces on virtual mobility initiatives. We need to collaborate on life-long learning and tertiary education sessions in real life. This will keep the young starters inspired. We can make this financially feasible by eg searching sponsors across sectors. By combining the training professional trainers are more available and need to travel less.	**Projects** • Pact4skills • Erasmus	
	Funding for real-life travel We could increase awareness to include in common initiatives a specific expenditure post on traveling. Not only for the project partners involved but also for the participants of the initiatives listed in the projects. Eg travel vouchers.		

N2.7	**Health data hub (EU and local)** Based on the MedicNest grid and many other existing local databases and mappings, we could build the Health data hub of actors in health in Europe. Mapping of companies and organisations in Europe in the field of precision medicine will lead to common understanding and landscaping , that can be used for further analysis and recommendation for politicians and entrepreneurs.	**Stakeholders** Insurance companies SIVI Research institutes Hospitals Investigators SMEs Stakeholders Big pharma startups **Projects** • Aques CatSolnt • SPMS Portugal • GovHealthData • Medic Nest Grid • Catalonia who is who mapping • EUfficient (KULeuven) • Inaxes (Biocat)	Meta-cluster and Health & Life Sciences Cluster AI Cluster Bulgaria
	Structured data management and Unstructured data collections with attention for human factors We could set up a framework to introduce a structured data management system that uses the same terms, definitions, key words, … To be able that, once joined, information still makes sense. It would also enable to have complete information on the different actors, technologies, and avoid having partial pieces that are hard to be understood in another region. Tags are important. Cloud based. AI to discover and explore the data in the database. However, next to the structured data it is important to also collect unstructured data and maybe it can be structured afterwards. This in order not to lose information. A database is only useful if it is kept up to date and if people are there to link you to the parties you extract from the database. The champions of N1.2 can also rate/validate the matches you might have found and bring you in contact. It is important to spend time and effort on building trust and partnerships to achieve the goals mentioned above.		
	Domain specific ChatGPT A domain specific, smart ChatGPT would increase the appetite of interacting with databases and would give a “young and fresh” look and feel to the domain of precision medicine. Ideally it is embedded in a larger setup that allows for direct communication or interacting with the champions of N1.2 or with the infrastructure responsible of N1.2.		

	Events We need to organize events (see N1.2 and N1.1) to create a community that lives the database. For that it is important to identify common goals and purposes for the community.		
N2.8	**Joined trainings on AI and ML and digital basic levels** It is important to join forces on cross cluster series of trainings that address ALL levels of digital literacy, not only the high end ML or AI skills.		
	Overcome fear for innovation, technology or change We can roll out together campaigns that picture success stories and overcome resistance in conservative sectors and domains. This Is broader than getting over fear of digital transformation. It is about changing mindsets. It is wise to host these initiatives under the umbrella of trustworthy and renown institutes or initiatives.		

2.3. VISIBILITY

Needs to solve by the project portfolio

Within the domain of **visibility**, the following needs were identified:
N3.1 We need to transition from a project to a Meta-cluster
• Clearly communicate this
• We need to have a good story for other clusters to join
  • Media release
  • Events & conferences: crosslinking with existing events
  • Social media
  • Marketing material
N3.2 Cluster market analysis
N3.3 Target specific partners

Objectives of the collaborative projects		Stakeholders to be joined and projects to relate to	Coordinator
N3.1	***Website, logo, brand*** We need to develop a recognizable logo and brand and translate these on the website and on the marketing materials. This brand should represent our strategy and should be visible throughout our joint action plan executions. Eg. We need to do press releases, events and posts on social media all within this brand. This brand should also be visible in our strategic documents and marketing material. We should develop a generic slide deck explaining the goals, the strategy and the governance of the Meta-cluster.	***Stakeholders*** All member clusters, policy makers, innovators, academia, industry, public sector, hospitals, regional authorities	Meta-cluster
	Annual Event eg Spinoff initiative We need to organize a dedicated annual workshop for precision medicine (for Spinoff companies). We can organize this back to back with esisting flagship events of Meta-cluster members eg. The first year this can be the yearly conference “Spinoff Bulgaria”. Spinoffs are included in NEIA		
N3.2/ N3.3	***Cluster market analysis*** We need to benchmark the Meta-cluster against other initiatives and seek for complimentary initiatives. Moreover we need to clearly highlight and communicate our USPs.		

2.4. POLICY MAKING AND SUSTAINABILITY

Needs to solve by the project portfolio

Within the domain of **policy making** and **sustainability,** the following needs were identified:
N4.1: Policy actions for
• Secondary use of data
  o Standardized way of collecting data
  o Access rights
  o Ownership
• Reimbursement
• Regulatory bottlenecks
 	
N4.2: We need funding for the deployment of precision medicine solutions as eg. genetic analysis is expensive.
N4.3: We need a clear view on the different legal frameworks in the EU

	Objectives of the collaborative projects	Stakeholders to be joined and projects to relate to	Coordinator
N4.1/ N4.2/ N4.3	The solution for these needs is predominantly join forces to **voice these concerns towards the policy makers as 1 united group of actors**. It will have more impact if we can combine questions, concerns and recommendations in combined white papers or policy documents than when each cluster on its own would do the same. Together we represent a must bigger critical mass. Through collaboration in between the clusters within the framework of the Meta-cluster we can exchange the knowledge on the regional frameworks and relevant local regulations. This will address N3.3. We can than through the knowledge transfer initiatives mentioned above share these insights with our members.	***Stakeholders*** All member clusters, policy makers, innovators, academia, industry, public sector, hospitals, regional authorities	Meta-cluster and Health & Life Sciences Cluster AI Cluster Bulgaria
	Pilots' creation for models of secondary usage of data for researchers Creation of working group dedicated to support the digital health solution and explore data health opportunities (primary, secondary data, open data, etc.)		
N4.2/ N4.3	***Cluster market analysis*** We need to benchmark the Meta-cluster against other initiatives and seek for complimentary initiatives. Moreover, we need to clearly highlight and communicate our USPs.		