



# OASES

Promoting evidence-based reforms on medical deserts

## D2.3 Dissemination and Communication Strategy

29/06/2021



Co-funded by  
the Health Programme  
of the European Union

## D2.3 Dissemination and Communication Strategy

<b>Project title</b>	prOmoting evidence-bASed rEforms
<b>Acronym</b>	OASES
<b>Number</b>	101018341
<b>Call identifier</b>	HP-PJ-2020-2
<b>Topic</b>	PJ-01-2020-2 Support to reforms in health workforce field - Initiatives on medical deserts (Heading 1.2.1.1 of the AWP 2020)
<b>Starting date</b>	01/03/2021
<b>Duration in months</b>	36
<b>Website</b>	<a href="http://www.oasesproject.eu/">http://www.oasesproject.eu/</a>
<b>Work package</b>	2
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<b>Peer reviewers</b>	AGENAS
<b>Version</b>	2.0
<b>Due date</b>	31.05.2021.
<b>Submission date</b>	31.05.2021.
<b>Dissemination level of this deliverable</b>	Public

## Keywords

Medical desert, medically underserved areas, health workforce

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## 1. Executive summary

An effective communication and dissemination strategy can facilitate a coherent and sustainable communication of the project, and ensure that the projects' objectives, aims, results and final products and outcomes are disseminated to all relevant target audiences, stakeholders and public authorities on the EU-, national-, and regional levels. The OASES project presents its communication and dissemination strategy in this report and describes the core activities, the main methodology, channels and tools, as well as the concept of approaching target audiences to facilitate the information availability and collaboration between relevant stakeholders and target groups. The strategy will be monitored and updated in a later project phase in order to apply methodologies to ensure the highest transferability and visibility of OASES results in a long-time run.

## 2. Introduction

The OASES project aims to represent a source of knowledge in European medical deserts, reinforcing the capacity of health authorities of EU Member States to reform their health systems and address all the important aspects to successfully tackle the challenges that the medical desert is posing, with specific regard to actions focusing on skill mix, task shifting, use of e-health and IT systems, recruitment and retention management and policies, in order to guarantee universal coverage also in rural and underserved areas.

Work package 2 is led by the Semmelweis University (SU), and has many years of experience in managing communication and dissemination activities of European and international projects in the theme of health workforce development and policies. In order to carry out a successful communication program it is essential to plan and schedule communication carefully. The dissemination and communication activity is an important pillar of the project's success. When creating this dissemination and communication plan we took the main guidelines of the European Commission into account.

The main aim of the dissemination and communication plan is to provide a detailed setting of the dissemination and communication objectives and principles of the project; define the audience, the stakeholders to be engaged to the action; propose the tools and channels for the campaigns; to define a detailed roadmap and timeline for the scheduled activities and finally the process for evaluating the success of the dissemination and communication efforts. We are going to create two separate strategies in this plan, one for dissemination activities and one for the communication plans.

We understand that dissemination and communication are to be handled separately as **dissemination** is "the public disclosure of the results of the project in any medium..." and **communication** refers to "means taking strategic and targeted measures for promoting the

action itself and its results to a multitude of audiences, including the media and the public, and possibly engaging in a two-way exchange...”<sup>1</sup>

We would also highlight the importance of utilization, the use and uptake of the results during and after the project’s implementation. Through an effective dissemination of the project results, WP2 transferability can support the Member States in constantly improving the design and enhance the implementation of their policies related to regional medical deserts.

## 2.1 Purpose and scope of the document

This deliverable aims to present the “OASES communication and dissemination strategy” in a detailed way. In the frames of the strategy, we aim to summarize the key stakeholders and target audiences for the project, and analyse the main messages, methods, channels and tools for communication and dissemination in order to maximise the potential for knowledge exchange and upscaling the results’ transferability and visibility.

## 2.2 Structure of the document

This report is organised as follows:

- **Section 2** defines the detailed Dissemination Strategy of OASES project
- **Section 3** describes the detailed Communication Strategy of OASES project
- **Section 4** lists the relating milestones of the OASES project that were considered while preparing the strategy

## 2.3 Relation to other work in the project

The OASES communication and dissemination strategy is a basic document of the project discussing communication and dissemination activities. It will be used throughout the whole project duration, and updated in the course of the project taking into account partners’ and stakeholders’ evaluation and feedback.

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<sup>1</sup> <https://ec.europa.eu/info/funding-tenders/opportunities/portal/screen/support/faq/933>

### 3. Dissemination Strategy

#### 3.1 Objectives of the dissemination activities

Dissemination activities have an overall role in the project life cycle. It supports the work of all work packages in a planned and coordinated way.

The main aim of the activities of Work Package 2 is to have a complex, efficient dissemination activity reaching out to relevant networks in health workforce development through a number of channels. To map the stakeholders and to engage them into an active community facilitating knowledge transfer and exchange of experiences and evidence. To provide all relevant information to the network of stakeholders, and provide platforms for interaction.

Our focus is to maximise the impact of the OASES project on the Member States' health workforce policies in relation to challenges in handling the medical deserts issues.

#### 3.2 Dissemination players

In order to tailor visibility activities to the target groups we will follow a schedule involving dissemination players taking into consideration the defined timeline and the various stages of the action. Contribution of all work packages is essential in the scheduled time, for ensuring the readiness of the content of dissemination WP2 will indicate warning signals involving WP1 and WP3.

WP2 is responsible for developing the dissemination and communication strategy of the project and coordinating its implementation. This activity should be carried out in close collaboration with the other work packages in order to be effective.

#### 3.3 Dissemination target audiences

As dissemination is a purposeful distribution of certain professional information, materials or project outcomes, the target audience is specific, involving the stakeholders identified by the stakeholder analysis. The target audience is who will benefit from the information which is disseminated at the same time we need to separate stakeholders based on what we expect from them in return.

We can define the spectrum of engagement depending on the level of the communication with certain stakeholders.

We can distinguish those, who we:

- Inform – Direct stakeholders: One-way information flow, important to inform
- Involve to collaborate – Core stakeholders: Two-way information flow, Consultation, Feedback or opinion is taken into account, important to engage

We are going to use a key stakeholder mapping table, which will show the stakeholders, level of influence/level of engagement.

Stakeholder group	Level of influence	Type of influence	Level of engagement
Policy makers -European Commission -National Ministries	High	Developing policies	Inform/Consult/ Collaborate
-Public Authorities -Non-governmental Organisations	Moderate	Can influence policy making	Inform/Consult
EU level actors -Professional Networks -Professional Organisations, Associations	Moderate	Policy influence Dissemination	Inform/Consult
Academic level actors	Moderate to high	Policy influence Education	Inform/Consult
Healthcare providers	Moderate	Implementation	Inform/Consult

Table 1: The main stakeholder groups

### 3.4 Project results to be disseminated

OASES project will have a number of deliverables classified as public. All these outputs belong to the frames of dissemination activities. Dissemination of these materials will follow their approval of the European Commission. These public materials will be placed on the project's website and as well disseminated through other channels (e.g. Email or social media campaigns).

The outputs to be disseminated to the different stakeholder groups:

<b>WP3</b>	Interim evaluation report Final evaluation report
<b>WP4</b>	A potential spatial access measure tool package Report on a Scenario Building exercise based on data available in countries: Input parameters Output result analysis
<b>WP5</b>	Framework for the data collection Report of the state of art desertification in Europe and ways to mitigate desertification Report of the sustainability of ways to mitigate desertification
<b>WP6</b>	Framework for pilot studies Overview of the 7 pilot site profiles as regards medical deserts Reports on pilot studies

Table 2: Project results to be disseminated



### 3.5 Dissemination tools and channels

While there are a wide variety of dissemination methods, it is important to select the right ones to get your message to the target audience and achieve your purpose.

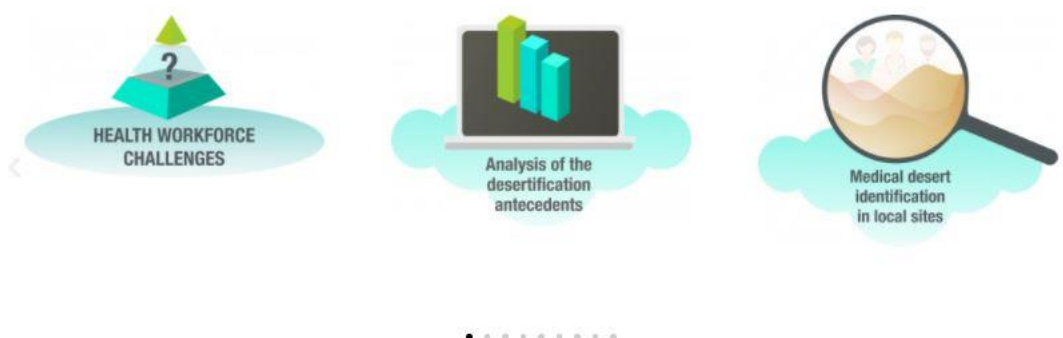
- Newsletters, social media posts and the leaflet help to create and raise awareness about the project.
- Publications and the website will present and transmit information about the action.
- Webinars, conferences, and online events can attract a higher level of engagement from the targeted stakeholders, the websites of partners are additional ways to promote the project and its outcomes.

#### 3.5.1 Online dissemination and interaction

##### **The OASES Website**

As defined above dissemination is the public disclosure of the results of the project in any medium. In the project website (D2.2) we have a menu item inserted for sharing the results of the project, this is the page where we will upload the public deliverables of the action. In the website at the “Engage with us” menu items, the visitor will find the options to contact us and give feedback to us about the project’s activities.

## Protected: Making medical deserts bloom



Welcome to the OASES website! OASES is a research project (No.101018341) co-funded by the Health Programme of the European Union. The OASES team started this very important journey to work for better health systems and developing the health workforce in Europe. OASES is dedicated to providing a methodological knowledge and detailed analysis of the different problems that cause medical deserts. After identifying the various factors contributing to the desertification, possible solutions and the process of their implementation will be mapped as well. Come and join us to this exciting journey to make medical deserts bloom!

### Read our latest news

**OASES Express** – Stay informed about the latest developments, activities and tasks happening in OASES. Subscribe to the OASES Express. This piece of the newsletter will enable you to receive our news and updates about events, useful materials and findings directly to your mailbox.

**OASES Consortium** – Several institutes from all parts of Europe and with widespread backgrounds gathered together and created the OASES team. The team members work at various settings, academic and education institutes, research centers and development agencies with healthcare service management profile.

**OASES analysis** – OASES research on medical deserts is being designed by the OASES team. Key contemporary academic and grey literature will be mapped by using the AAAQ framework in order to explore the medical deserts in Europe. The literature review aims to investigate diverse aspects of medical desertification and reveal the most frequent factors that

Figure 1: Online dissemination - The OASES website

### The “OASES Express” Newsletter

The project newsletter will serve as a tool for building good connections with our subscribers. Six editions of the “OASES Express” will serve as a dissemination material following a pre-defined structure providing a content worth reading for the subscribers: the actual focus of the activities, recent results, planned events, latest news.

### Health Workforce Projects Cluster on the EU Health Policy Platform

On the EU Health Policy Platform, we have the opportunity to upload news, events or documents about our action. Group members can give us feedback on our posts, endorse posts, follow or even reply to them. In this platform we can reach those stakeholders, who have registered to the platform and their access request was accepted by the moderator of

the group. Based on a mutual agreement with the European Commission and the other four parallel health workforce related projects, there are two moderators attached to this group from each project (see also M3).

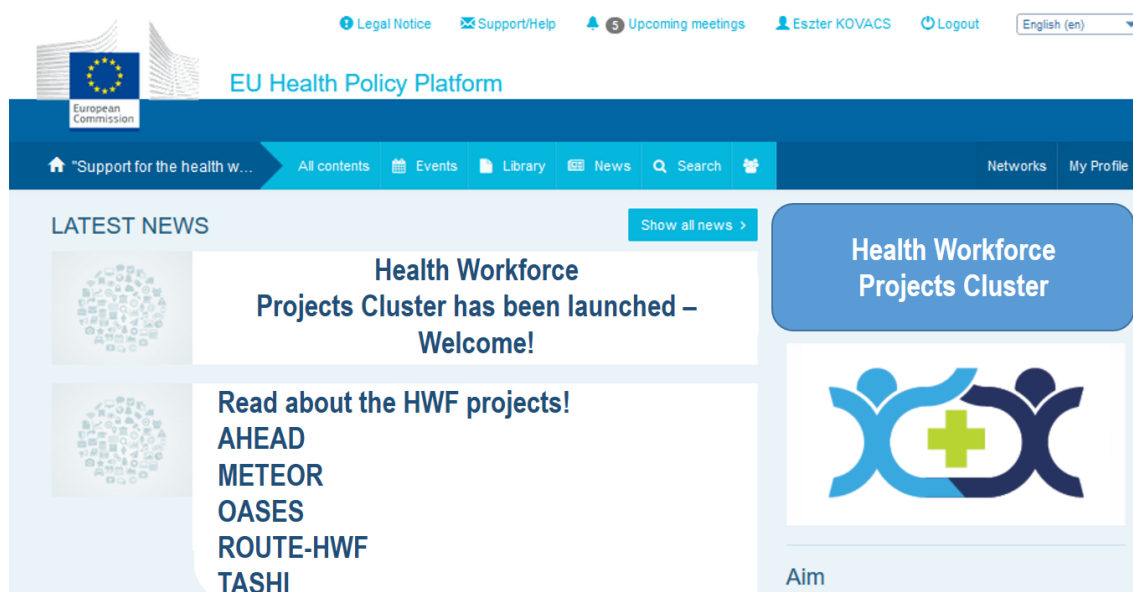


Figure 2: Preview of the Health Workforce Projects Cluster on the EU Health Policy Platform

### 3.5.2 Non-electronic dissemination

#### Project leaflet

As a main dissemination material, the project leaflet can be used (D2.1). We summarized some key information points of the project in this deliverable, as well as the contact information also appears on the bottom part of the leaflet.

#### End of project booklet

As a final step of the strategy, the main messages and lessons learnt throughout the project will be summarized in order to ensure a sustainability plan of fostering uptake of the project outcomes and results. An end of project booklet will summarize the main results of the project outcomes, and a laymen version of the booklet will facilitate public engagement and citizen outreach.

### 3.5.3 Physical interactive dissemination

This channel for dissemination is currently not available, because of the travel restrictions based on the pandemic situation. As the opportunity will be reopened the consortium will consider the possibilities for personal meetings, conferences.

### 3.5.4 Choosing the right tools and channels for the right audience

The table below presents an overview on which dissemination channel to be used in order to reach the different types of stakeholder groups (see also M4-M5).

Type of audience	Channel		
	Online dissemination	Deliverable	Non-electric dissemination
Policy makers		X	
Public authorities; Non-governmental organisations	X	X	X
EU level actors	X	X	X
Academic level actors	X	X	X
Healthcare providers	X	X	X

Table 3: Dissemination channels

### 3.6 Expected Impact of the dissemination activities

The expected impact of the dissemination activities will be measured based on the evaluation component, which is described in this chapter. We can measure the success of the dissemination strategy by defining the exact indicators for each component that was carried out during the action.

The OASES Website	Min. of 2-300 visits per month, growing tendency
The OASES Express Newsletter	Over 150 subscribers, growing tendency
HWF Projects Cluster on the EU HPP	Membership, subscriber number over 100, growing tendency
Social media	Growing tendency
OASES Webinars	Growing number of interest from participants

Table 4: Expected Impact of the dissemination activities

For measuring the impact of the dissemination and communication activities the below figure can also be used as a supporting tool.

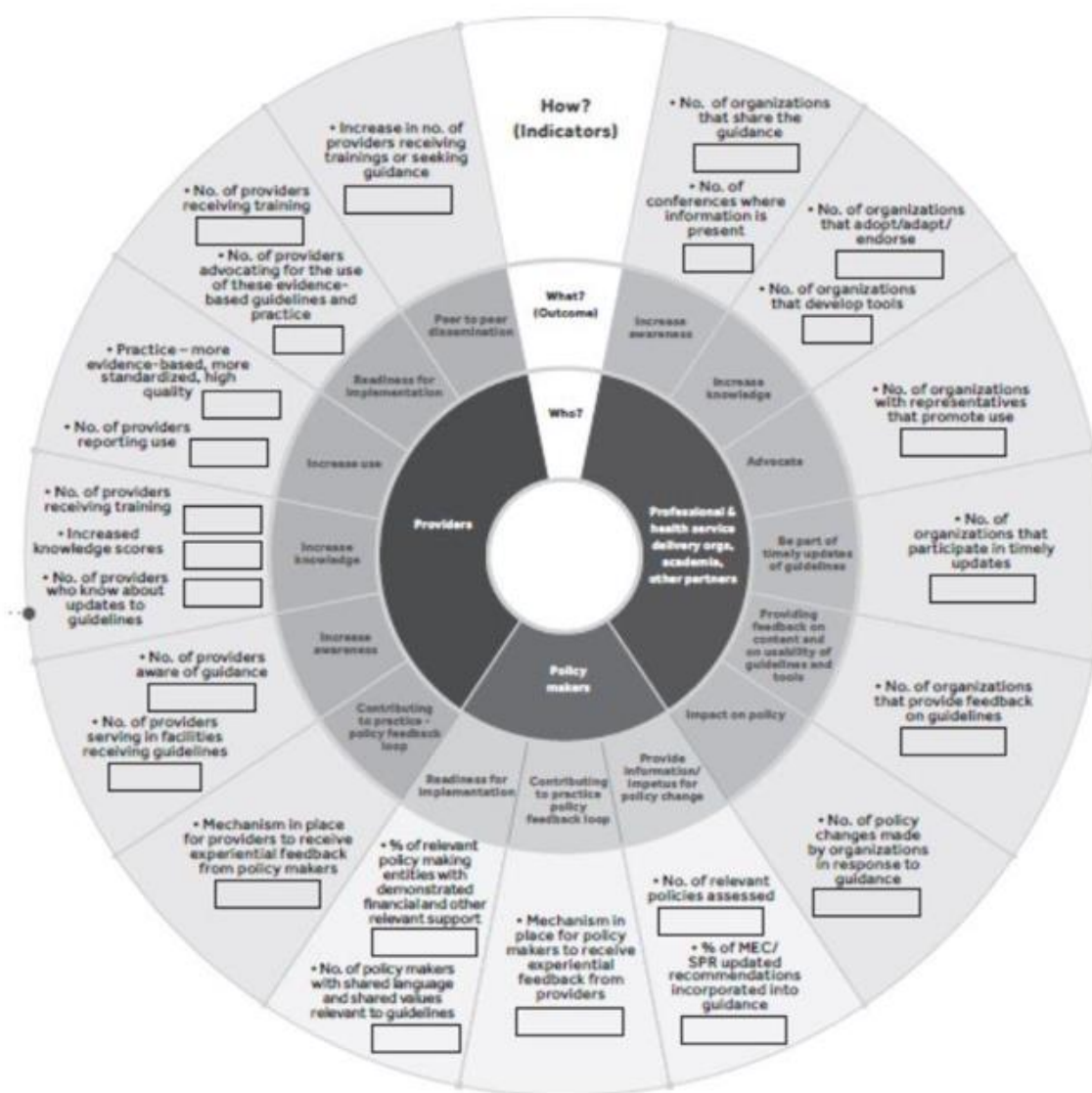


Figure 3: Variety of target groups in communication and dissemination<sup>2</sup>

<sup>2</sup> Source: <https://www.who.int/reproductivehealth/dissemination-tool-bw.pdf>

## 4. Communication strategy

### 4.1 Objectives of the communication activities

The main objective of the communication is to present and transmit information to the selected audience.

The main objectives of the communication strategy are:

To be

- Specific: define the target audience;
- Measurable: the number of messages to be communicated and the number of channels to be used;
- Achievable: based on the project life-cycle and available resources and means;
- Relevant: set clear objectives and results to be expected;
- Time bound: define and schedule clearly the activities, campaigns to be carried out.

### 4.2 Communication target audience

The target groups for communication are overlapping with the target groups for dissemination. Table 5 aims to present the key stakeholders and summarizes the level of influence on HWF governance and policy changes based on the Lewin force field analysis (see also M4-M5).

Target group	Level of influence on changes
Policy makers -European Commission -National Ministries	High
-Public Authorities -Non-governmental Organisations	Moderate
EU level actors -Professional Networks -Professional Organisations, Associations	Moderate
Academic level actors	Moderate
Healthcare providers	Low
Professional press	Low
Organisers of related professional events	Low

*Table 5: Communication target audience*

#### 4.3 Messages to distribute

Main message: The OASES project aims to represent a source of knowledge in European medical deserts, reinforcing the capacity of health authorities of EU Member States to reform their health systems and address all the important aspects to successfully tackle the challenges that the medical desert is posing, with specific regard to actions focusing on skill mix, task shifting, use of e-health and IT systems, recruitment and retention management and policies, in order to guarantee universal coverage also in rural and underserved areas.

Additional message: We need to raise awareness of the importance of health workforce planning, extend it to more areas, apply it consciously.

The communication of the partial results is an important part of the communication activity of the project.

#### 4.4 Communication tools and activities

##### 4.4.1. Logo and visual identity

WP2 has created the Publicity guidelines and visual identity for the OASES project (see also M2). This document involves all details and technical elements of the official outlook of the projects, including colour codes, font types, logos, templates. These guidelines are to be strictly followed throughout the project when project documents are created.





Figure 4: Logo and visual identity

Mandatory elements in all communication materials of the action:

EU Emblem:



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the Health Programme  
of the European Union**

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Figure 5: Mandatory elements in all communication materials



#### 4.4.2 Infographics

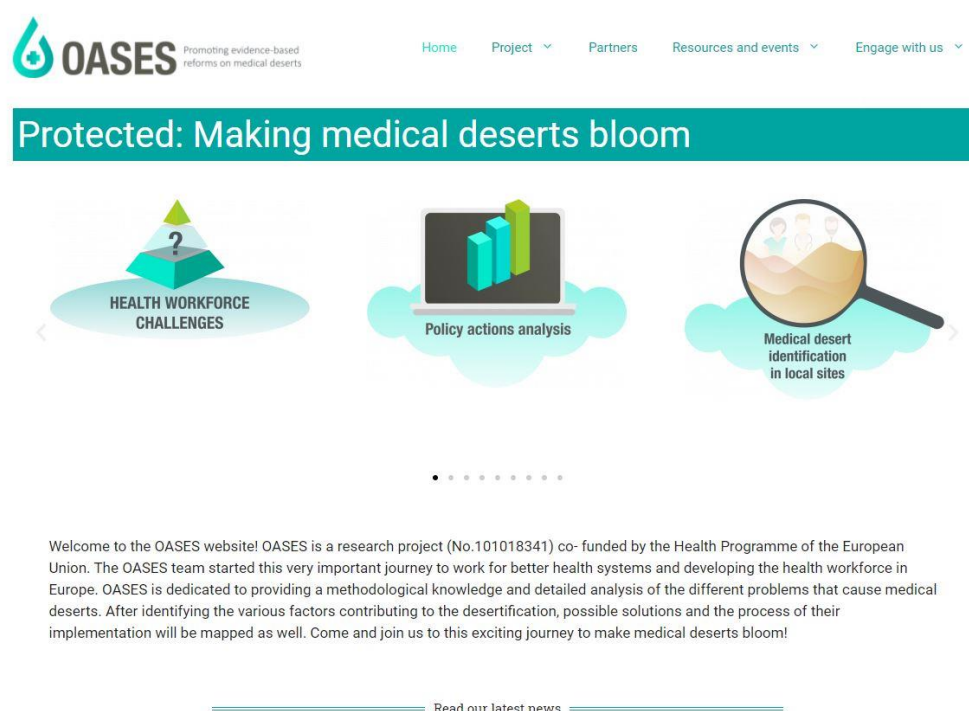
Infographics are those elements that support the visual presentation of the project. Infographics carry important messages and are used for making the activities of the project more attractive, visually nice-looking and more understandable. We have created a number of infographic items for the Initial Leaflet D2.1 and the OASES website D2.2.



Figure 6: Infographics

#### 4.4.3 The OASES Website

The project's website will serve as one of the main information sharing channels of the action (D2.2). Websites of the Consortium partners will be linked to the main project website, in order to facilitate the availability and collaboration between relevant stakeholders and target groups.



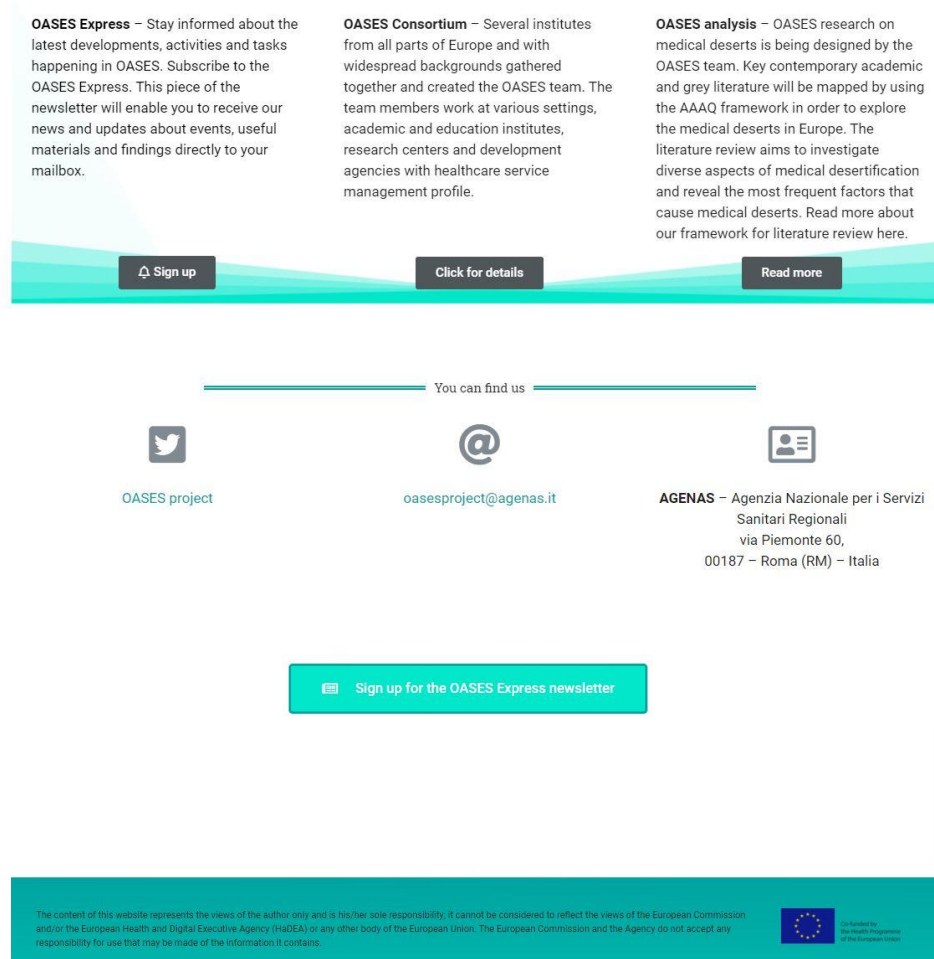


Figure 7: Communication-The OASES website

#### 4.4.4 The “OASES Express” Newsletters

WP2 will use the Sendinblue campaign sender system to carry out six newsletter campaigns. Newsletters will provide valuable tools in order to ensure a reachability of a wider audience of subscribers, thereby keeping the information of the project well circulated and active. The newsletters will have a previously defined structure and design based on the publicity guidelines of the project. Newsletter editions will be shared on the project website and website visitors have the opportunity to sign up for newsletters in two places on the website.

## OASES Express 1st edition

### Title

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Button

This email was sent to [marta.szklis@gmail.com](mailto:marta.szklis@gmail.com) email address.

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Unsubscribe

Sent by

 sendinblue

Figure 8: The “OASES Express” newsletter structure

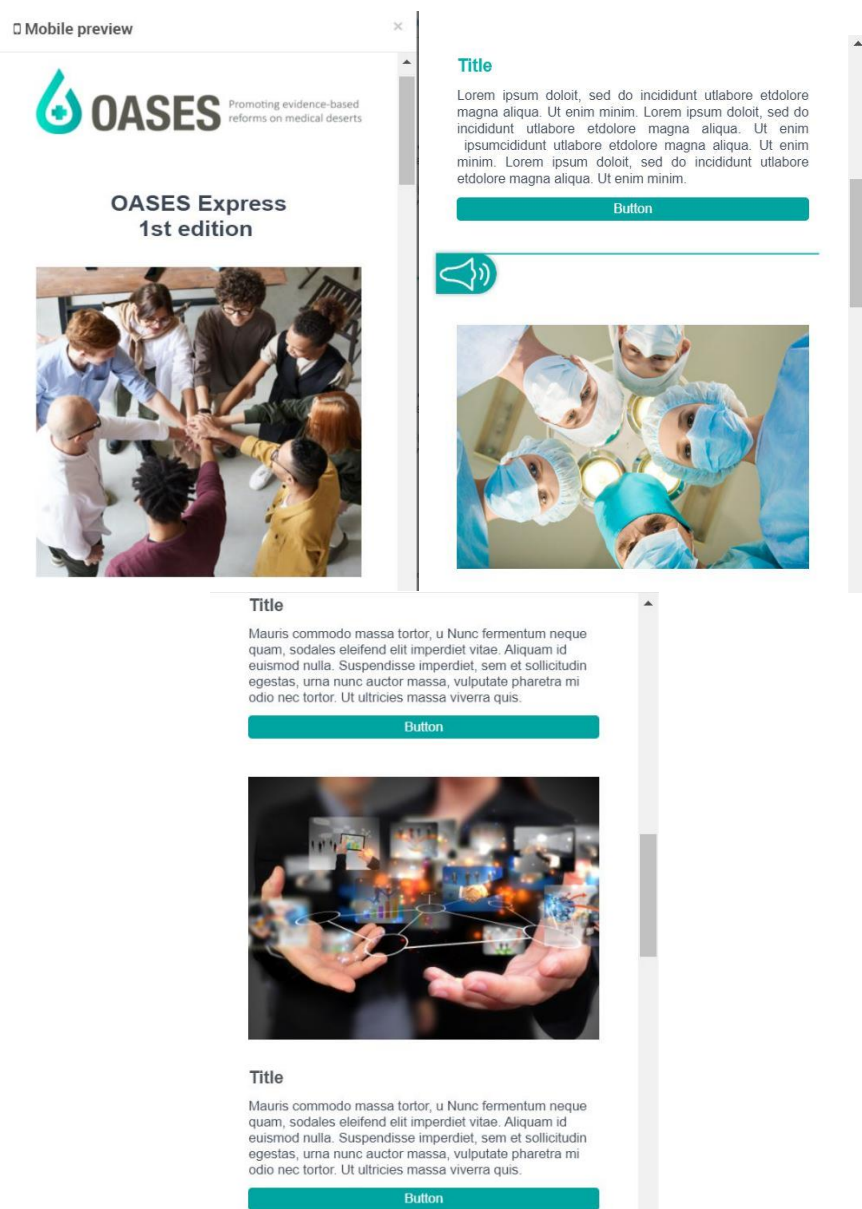


Figure 9: The “OASES Express” newsletter

#### Provisional structure of the “OASES Express” newsletters

1. Compelling header – Introduction text
2. Organised layout – permanent elements
3. Clickable buttons – direct links to content
4. Unsubscribe option – mandatory elements

#### 4.4.5 OASES Webinars

Carefully planned and organized webinars will serve the purpose of providing up-to-date information for the network of stakeholders, by presenting topics that are relevant to the lifeline and matching the actuality of the project. We are aiming to coordinate and schedule

the events taking into consideration the other parallel running projects in this field in order not to overload the stakeholders with information on Medical desert issues.

The platform, where webinars will be announced is the EU Health Policy Platform HWF Projects Cluster, additionally the Agora with the contribution of the European Commission. Webex could be the platform for organising the events, however several further online platforms could be considered for the webinars, e.g. Go to Meeting, Zoom, Microsoft Teams etc. (see also M3 and M6).

#### 4.4.6 EU Health Policy Platform



Figure 10: The EU Health Policy Platform

The HWF Projects Cluster, which was created on the EU Health Policy Platform will involve all experts and parties, who are interested in health workforce policy topics, gathered for the



five running actions in the particular fields: Initiatives on retention policy, Initiatives on medical deserts and Initiatives on task shifting.

The name of this new group is: Health Workforce Projects Cluster. Semmelweis University designed and recommended a logo for this Cluster, which was approved and accepted by all projects.

We will share up-to-date information about the OASES project in this group as well as news about upcoming events or articles, publications related to our activities. This is an interactive two-way channel platform, allowing Cluster members to react to the shared information, create posts or contact the project moderators.

#### 4.4.7 Emails

OASES project is going to use email communication channel for formal updates, notes to the main stakeholders, this will serve as a channel for information exchange as well.

The newsletter reaches its target groups effectively. It plays a major role in communication, especially in delivering news and preparing webinars.

#### 4.4.8 Social media channels



Figure 11: The OASES Project twitter account

The project has its own twitter account, where targeted short posts about up-to-date information will be shared. The social media posts will be shared furthermore on the SU LinkedIn and Facebook accounts, and also partners will contribute to this communication activity by re-sharing information on their own social media channels.

#### 4.4.9 EU wide conferences

The OASES project will organise two EU wide conferences. The conferences are planned for M7 and M30, both involving the OASES Policy Board members, representatives from European countries and stakeholders (see also M4).

#### 4.4.10 YouTube channel

We can use a YouTube channel for the project, if there will be public short videos or event summary videos to post. These links will be also shared in social media platforms for reaching the possible greatest audience. SU has an account, which can be used for this purpose.

#### 4.4.11 Leaflet

The Initial leaflet (D2.1) of the OASES project was created and approved by the European Commission. This deliverable serves as an offline communication tool at the same time it is distributed through the project's website as a downloadable link in the "Results" submenu item.

## MAKING MEDICAL DESERTS BLOOM

A lack of specialist doctors in a municipality. Difficulties to retain general practitioners in a remote area. Barriers to attract midwives to a rural community. Challenges in recruiting young nurses in a poor city. Scarce stock to replace retiring health workers. Lengthy waiting times and long distances when accessing health primary care services. These issues can be condensed in two words **“medical deserts”** and are linked to variables affecting the demand and the supply side of healthcare, such as depopulation linked to ageing, skill mismatches, changing expectations of citizens, and so on.

A number of people in Europe, to varying extents, live these challenges and their consequences on a daily basis. There are territories in Europe where inhabitants lack proper access to healthcare.

While the expression “medical desert” may sound simple, it actually refers to a complex phenomenon, that is yet to be fully investigated and tackled in its scope and modes.

**The OASES project, led by a consortium of European partners, has the ambition to bring research and policies in this field a step further.** The mission of OASES is to represent a source of knowledge on European medical deserts by means of carrying out an analysis of medical desertification in Europe, implementing pilot studies and identifying mitigating measures that can help health authorities address the issue.

### The project will act to:

- enhance and share knowledge on medical deserts;
- identify and analyse aspects that are relevant to reforms on medical deserts;
- organise dialogues and events to present lessons learnt;
- provide materials that can be useful for healthcare authorities and providers.

### OASES consortium:

**Coordinator:** Agenzia Nazionale per i Servizi Sanitari Regionali (IT)

### Partners:

- Agentia Nationala Pentru Sanatate Publica (MD)
- Ecole des Hautes Etudes en Sante Publique (FR)
- Institut de Recherche et Documentation en Economie de la Sante (FR)
- International Network for Health Workforce Education (CY)
- Terveyden ja Hyvinvoinnin Laitos (FI)
- Semmelweis Egyetem (HU)
- Universitatea Babes Bolyai (RO)

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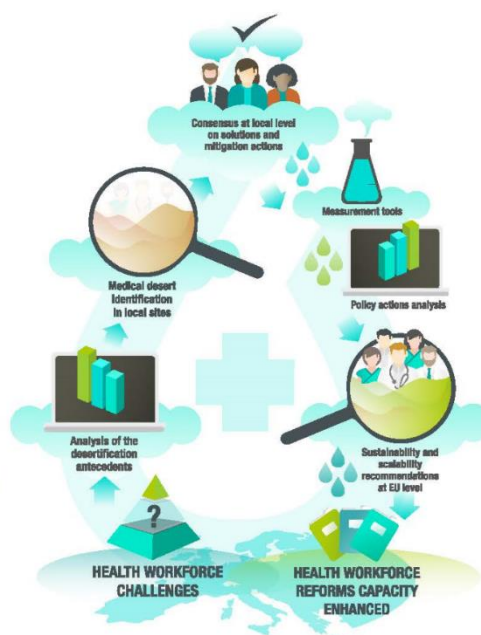


Figure 12: The OASES leaflet

### 4.4.12 End of project booklet

As a final step of the strategy, the main messages and lessons learnt throughout the project will be summarized in order to provide a sustainability plan of fostering uptake of the project outcomes and results. An end of project booklet will summarize the main results of the



project outcomes, and a laymen version of the booklet will facilitate public engagement and citizen outreach.

#### 4.5 Expected impact of the communication activities

To define the expected impact of the communication activities we have to clearly identify the target groups of the communication and define the aim that we would like to reach, this is the expected impact of the activity.

<b>The OASES Website</b>	Min. of 100 website visits per month, growing tendency
<b>The “OASES Express” Newsletter</b>	Over 150 subscribers, growing tendency
<b>HWF Projects Cluster on the EU HPP</b>	Membership subscriber number over 100, growing tendency
<b>Social media</b>	growing tendency
<b>OASES Webinars</b>	growing number of webinar visitors

*Table 6: Expected impact of the communication activities*

## 5. Roadmap for the dissemination and communication activities

A provisional timeline of the dissemination and communication activities was prepared by the WP2 team in order to run a smooth process for the activities (see also M6). These points need to be harmonised and coordinated with the parallel projects as well.

An official launching event for the Cluster opening could be organised in M7 that could provide an opportunity to gather all 5 HWF projects together and introduce the aims and activities of each project. This could be in a webinar format with an interactive Q&A session.

GANTT M1-18

	2021											2022							
	Marc	April	May	June	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	March	April	May	July	Aug		
Tool	M1	M2	M3	M4	M5	M6	M7	M8	M9	M10	M11	M12	M13	M14	M15	M17	M18		
Initial leaflet																			
Website																			
Newsletters(6)							1				2								
EU HPP posts																			
Webinars (5)							1				1								
EU wide conferences							1												
Social media platforms posts																			
Youtube channel update																			
End of project booklet																			

Table 7: Gantt M1-18

GANTT M9-36

	2022				2023										2024		
	Sept	Oct	Nov	Dec	Jan	Febr	Marc	April	May	June	July	Aug	Sept	Oct	Nov	Jan	Febr
Tool	M19	M20	M21	M22	M23	M24	M25	M26	M27	M28	M29	M30	M31	M32	M33	M35	M36
Initial leaflet																	
Website																	
Newsletters(6)	3								4					5			6
EU HPP posts																	
Webinars (5)	2								3					4			5
EU wide conferences												2					
Social media platforms posts																	
Youtube channel update																	
End of project booklet																	

Table 8: Gantt M19-36

## 6. Relating milestones

In the course of preparing the OASES communication and dissemination strategy, WP2 considered several aspects and achieved some crucial Milestones. Figure 13 summarizes the Milestones that were utilized when writing the strategy.

M2	✓	Providing logo and house style
M3	✓	Setting up the website (portal design and functionalities) and the project visibility on the EU HPP specific “Health Workforce” forum
M4	✓	Stakeholder and target group identified, Lewin force field analysis
M5	✓	Identifying communication channels and dissemination platforms
M6	✓	Listing the actions for visibility, detailed event plan

*Figure 13: OASES WP2 milestones*

