

# PERMIT – PERsonalised Medicine Trials

## Communication, dissemination and implementation strategy

Work Package 7 - Deliverable 7.1

Deliverable no	7.1
Deliverable Title	Communication, dissemination and implementation strategy
Contractual delivery month	M6
Responsible Partner	ECRIN
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### Executive summary

The PERMIT project will perform a detailed mapping of current methodologies applied in the personalised medicine (PM) research pipeline and identify gaps and key areas for the definition of standards. A series of recommendations will be published, to help guide stakeholders in their assessment, funding, publication and support of PM research, and to help them respond to regulatory expectations by producing high quality, reproducible and reliable results. The PERMIT Project will actively communicate on its activities, on the development and publication of these recommendations and will facilitate training on the recommendations to facilitate their adoption and their implementation. This document describes the Communications Dissemination and Implementation strategy for the PERMIT project. It is split into two parts:

- Part I describes the overall communications strategy for the entire PERMIT project
- Part II provides a specific strategy for the dissemination and implementation of recommendations that the PERMIT project will produce (work package 7)

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## Document log

Issue	Date (yyyy-mm-dd)	Comment	Author/partner
1.0	2020-06-10		ECRIN

# **PERMIT Communications, Dissemination & Implementation Strategy**

1 January 2020 to 31 December 2021

## **Summary**

This document provides the PERMIT project overall communications strategy, including proposed objectives, targets, messages, tools, and evaluation criteria. It also provides a strategy for the implementation of PERMIT project recommendations.

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## Introduction

The PERMIT project, funded by H2020 (Grant Agreement n° 874825), aims to develop recommendations for robust and reproducible personalised medicine (PM) research. During the span of two years, PERMIT will perform a detailed mapping of current methodologies applied at every stage of the PM research pipeline and identify gaps and key areas for the definition of standards. The project will also invite leading field experts to a series of workshops to discuss and build consensus on standards for PM research, that will respond to regulatory expectations and will produce high quality, reproducible and reliable results. A series of recommendations will be published, to help guide stakeholders in their assessment, funding, publication and support of PM research. The PERMIT Project will actively communicate on its activities, on the development and publication of these recommendations and will facilitate training on the recommendations to facilitate their adoption and their implementation. The PERMIT consortium gathers all key stakeholders in PM research (funding bodies, Health Technology Assessment agencies (HTA), Heads of Medicines Agencies (HMA), scientific journals, research institutions, EU research infrastructures, and more).

This document describes the Communications Dissemination and Implementation strategy for the PERMIT project. It is split into two parts:

- Part I describes the overall communications strategy for the entire PERMIT project
- Part II provides a specific strategy for the dissemination and implementation of recommendations that the PERMIT project will produce (work package 7)

## 1. PART I: PERMIT Communications Strategy: Communicating About the Project

The first part of this document concerns communications about the PERMIT project in general.

The general PERMIT communications strategy aims to:

- Disseminate information about the project to interested parties/stakeholders, and in lay language for non-expert readers, including patients, patient organisations and patient representatives
- Help achieve project objectives
- Engage effectively with stakeholders
- Demonstrate the success of the various work packages and activities

- Provide information on activities related to the project and personalised medicine
- Define a communications sustainability plan for the end of the project

This communications strategy concerns both external communications (to outside audiences) and internal communication (within the consortium, and with associated partners).

## 1.1 Scope

This strategy concerns communications about the entire PERMIT project.

The details of certain *internal coordination and project management* activities which do not have a direct communications focus but may involve certain communications activities are not detailed in this document.

## 1.2 Roles and Responsibilities

ECRIN is responsible for drafting, finalising, disseminating and implementing this strategy document. All consortium participants have provided input on the content and actively support the implementation of the plan as appropriate and feasible.

## 2. Objectives

Communications objectives are aligned with project objectives, and can be characterised as internal and external, depending on the target group.

### 2.1 External Objectives

- Build visibility and awareness of the PERMIT project among key stakeholders
- Communicate about project achievements and project events/activities, including in accessible language for non-expert audiences
- Encourage participation among researchers or partner bodies in the PERMIT project/workshops, as appropriate

### 2.2 Internal Objectives

- Provide regular updates to the consortium members, ensuring an equal level of information
- Provide regular updates of relevant information to associated partners,
- Ensure internal collaboration between work packages
- Seek support from consortium members and associated partners in communicating about the project via social media (primarily Twitter, with the proposed hashtags below) and their respective websites and other communications channels

- Ensure that PERMIT project stakeholders use similar messages regarding the project when discussing with external stakeholders

### 3. Targets

Targets for both external and internal communications can be distinguished and prioritised as appropriate. The sections below list the primary external and internal targets, and objectives for specific target groups are provided, as relevant.

#### 3.1 External Targets

External targets include:

- **Experts in personalised medicine**
- **EU and national policymakers** (including national governments, EU institutions, ESFRI) and **funders** (H2020, ERA-PerMed, IMI<sup>1</sup>, charities, etc.) and additional parties as relevant
  - Other policymakers (other ICPeMed countries beyond the EU)
- **Investigation and medical specialty networks**
- **Other EU/national partners beyond the PERMIT consortium** including scientific institutions, and 'research infrastructures' (RIs)
- **Patients/citizens/Patient Organisations/Civil Society Organisations** including expert and non-expert patient groups and lay-readers.
  - Key objectives could include ensuring access to outcomes and publications that matter to patients in easily accessible language.
- Ensuring that an understanding of the definition of personalised medicine research, and its benefits to patients are consistently communicated throughout. **Regulators and ethics committees**
- **International initiatives on personalised medicine**
- **National / international media:** European and international media that can convey messages about the potential impact of the project's work
- **Scientific journals**

#### 3.2 Internal Targets

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<sup>1</sup> **IMI (Innovative Medicines Initiative):** Another source of European funding dedicated to public-private partnership projects. Non-industry partners in consortia receive public funding, while companies contribute to the projects through in-kind contributions

Internal target audiences refer to the individuals or groups that need to be reached within the project.

These include:

- **Consortium members (beneficiaries):**
  - All individuals within each participating institution who are involved in the project
  - Individuals with a specific communications role/focus: one or more contacts from each beneficiary will be designated. This person will participate in the PERMIT communications working group (see section 5.2 below).
- **Associated partners**

## 4. Key Messages

Key messages are the most important statements that we want to share with target audiences. They should be tailored specifically to target audiences' interests and motivations.

### 4.1 General Key Messages

#### 4.1.1 External Messages

The following messages are the key ideas that the project will convey externally:

- **Who we are:** PERMIT is a two-year, Horizon 2020 project that aims to develop recommendations for robust and reproducible personalised medicine research.
- **We value collaboration:** PERMIT brings together field experts, funding bodies, patient representative associations, medicine agencies, HTA authorities, and other key stakeholders from across Europe to collaborate in every stage of the project. The goal is to reach consensus and broad acceptability of the proposed methodological recommendations at every stage of the personalised medicine research pipeline.
- Once the recommendations are available, we will tailor additional external messages to promote the dissemination of the content of these recommendations. In effect, the recommendations themselves will become key messages. (For more on the proposed dissemination strategy plan for these recommendations, see Part II of this document.)

#### 4.1.2 Internal Messages

Internal messages include:

- We all have a role to play in communicating about the project and its deliverables, activities, events, etc.

- Our respective websites and communications channels are a means to support communication about PERMIT.
- The successful implementation of the project recommendations will depend on the extent of our communication. In other words, the better we are about communicating about the project and increasing awareness of the context / need for robust and reproducible personalised medicine research, the greater potential success for the implementation of the recommendations, once available. It is the role of the project consortium/partners to create a ‘buzz’ about the project and the anticipated recommendations, and, once they are available, to support their dissemination and implementation, as feasible.
- As a European project, we will use the UK terminology and always write “personalised medicine” with an “s” (and not with a “z”).

## 5. Communications Tools & Activities

External and internal communication tools can be distinguished, and in some cases, they may be overlapping. Main tools and activities are presented here, and a more detailed description of each – including scope, key messages, objectives, and individuals involved – can be found in the tables in Appendix 1 below (one table for external communications and one for internal).

### 5.1 External Communications

Proposed external communications tools and activities are as follows:

- **Website (M1-M24):** ECRIN will review and update the PERMIT website as needed and taking into consideration any input from the PERMIT Communications Working Group and project partners, as relevant.
  - a. **News & Events pages (M1-M24):** Provide regular updates of PERMIT news / events (including PERMIT workshops), and related beneficiary or partner news / events (related to personalised medicine). The content of this section will be identified by ECRIN and by the PERMIT Communications Working Group.
  - b. **Sustainability plan (M24):** following the end of the project in December 2021, the website will be migrated to the ECRIN website. It will be incorporated as a “mini website”, accessible via the Projects main tab. The mini website will still be “active”, in that the Communications Office can still update its content. However, a message will be posted on the top (of each page) indicating that the project is now ended. It is anticipated that scientific articles will continue to be published after the conclusion of the project; these articles will be added to the mini website, and highlighted on the

main ECRIN website (under scientific publications). The articles will likewise be highlighted via ECRIN's social media channels, as well as those of the consortium members. In this sense, the project website will be "archived" but active. ECRIN will continue to prompt consortium participants and associated partners to communicate on the publications and to disseminate them, but there will no longer be a contractual obligation to support this.

- **Social media (M1-M24):** A specific hashtag will be used to communicate about the project (#PERMITproject), and Tweets using this hashtag will be automatically published on the PERMIT website (the ECRIN Communications Officer and PERMIT Project Manager will monitor this information, deleting any irrelevant Tweets). Project partners will be asked to support social media activity, Tweeting and sharing information about the project on LinkedIn as well. See Appendix 2 or more information on the social media strategy
- **Print / online documents:**
  - **Brochures and flyers (M12-M24):** After the first year of the project, brochures and flyers with preliminary findings, promoting upcoming workshops will be created and printed. An updated version with final results and a summary of the recommendations will also be prepared for the final meeting.
    - For some publications and recommendations deemed of special interest to patients, an accessible language summary will also be produced.
  - **Scientific communication:**
    - For some publications deemed of special interest to patients, an accessible language summary will also be produced.
  - Presence at **scientific conferences (M12-M24):** General presentations about PERMIT, and development of scientific posters and oral presentations. A poster template will be created if there is a need for this. The conferences that will be targeted will be identified collectively by the Consortium.
  - **Communication about journal articles (M12-M24),** developed through the various work packages: Via the project website, the websites of the consortium members and associated partners and via social media, the publications will be showcased, to promote their dissemination.
  - **Emails (M1-M24)** Visitors of the project website can provide their email and sign up to receive important project updates via email. These emails will be sent out to those who signed up, to inform them of main project milestones or upcoming project

workshops. These emails do not have a fixed periodicity (this is not a regular newsletter) and will only be sent when essential information needs to be shared.

## 5.2 Internal Communications

Internal communications tools include:

- **Communications working group:** ECRIN will create and manage a communications 'working group', coordinated by the ECRIN Communications Officer, with support from the PERMIT Project Manager. The working group will include communications officers (or individuals holding communications-related roles) within each beneficiary. The main aims are to:
  - Enhance communication between beneficiaries (internal communication regarding the project)
  - Share best practices within each beneficiary organisation, which could be of benefit for PERMIT communications
  - Identify the relevant editorial content for the PERMIT website
  - Determine information-sharing practices, i.e., how to coordinate with and encourage partners to re-disseminate PERMIT website content via their respective communications channels
  - Identify how participants can support PERMIT's presence on social media (by using the PERMIT hashtag(s) and re-Tweeting/commenting on Tweets)
- **Project communications toolkit:** To be disseminated to beneficiaries
  - **Document templates:** Creation and dissemination of Word and PPT templates
  - **PPT slide deck:** Creation and dissemination of a PPT template and creation of a generic PERMIT slide deck (e.g. a few slides introducing the project, the context, and the objectives of each main work package)
  - **Logo:** Dissemination of logo
- **Document sharing:** PERMIT has a file-sharing tool to facilitate document sharing between partners. Access rights (editing, viewing, downloading) are managed by the PERMIT Project Manager based on specific needs/requests per work package.
- **Best practices on communications:** Within the context of the Communications Working Group, best practices will be shared and conveyed on how best to support communications about the project.

## 6. Evaluation of Communications activities

A key aspect of any communications strategy is critical evaluation. This section identifies some of the general questions that may be asked to evaluate success, and is followed by a list of evaluation questions for some specific cases/activities.

## 6.1 External Communications

To assess the impact of the general communications strategy, we will evaluate, the following every six months:

- Number of Tweets using the project hashtag, and user engagement for those Tweets (Retweets, likes, mentions, etc.); note, as the project will not have its own account, tools such as Twitter Analytics will not be possible to use (which analyse activity for a specific user account), but tweets will be regrouped and identified via the specific hashtag.
- Number of publications on LinkedIn using the project hashtag and user engagement
- Web stats: number of website visits; duration of stay on the website and number of pages consulted; geographic distribution of visitors; bounce rate (and other metrics available on Google Analytics, which was set up prior to the website launch)

To assess the visibility of the project, we will also ask workshop participants upon registration, how they heard about the PERMIT.

## 6.2 Internal Communications

Three tools will be implemented to evaluate internal communications: 1) internal survey to the entire consortium, including associated partners; 2) internal survey to the communications working group; 3) KPIs.

- Internal survey of the entire consortium:

This survey would be distributed internally to all consortium participants and associated partners once a year. Questions would include:

- Are you satisfied with the level of internal communication about the project?
- What areas do you feel could be improved of internal communication? In terms of external communication?
- And, specifically, do you have any suggestions on how to enhance the website or use of social media?

The survey will specify that the evaluation is in regards to overall project communications, not communication about the recommendations that the project will produce.

- Communications working group survey

The communications working group will also receive a yearly survey and evaluate itself by asking the following questions:

- Are we reaching the right people within the organisation?
- Are we using the right tools? If not, which tools should be used?
- Do people understand their role in the project? Do they feel comfortable representing the PERMIT project and speaking about its work?

- Key performance indicators

The following indicators will be evaluated regarding internal communications:

- Number of posts on the websites of consortium participants regarding the PERMIT project
- Number of retweets from consortium participants and associated partners
- Number of shares and likes of LinkedIn posts from ECRIN account and from accounts of consortium members by consortium members and associated partners

## 7. Budget for Communications

The Communications budget for the duration of the project is a total of 15 000 €. A separate budget has been allocated for Dissemination and Implementation activities regarding the project recommendations and is described in Part II of this document.

The Communications Budget is distributed in the following way:

<b>Concept</b>	<b>Amount</b>
Website – design, maintenance and hosting	10 000 €
Communication tools – templates, logo, brochures, flyers	5 000 €
<b>TOTAL BUDGET</b>	<b>15 000 €</b>

## **PART II: Dissemination and Implementation of Project Recommendations**

This section focusses specifically on the dissemination and implementation plan for the project recommendations, which is part of work package 7. The more global aspects of project communications are included in the previous section.

### **8. Objectives**

The objectives for the dissemination / implementation strategy for the project recommendations are as follows:

- Provide regular updates on the development and finalisation of the recommendations to the entire consortium and associated partners; upon publication, inform the internal group
- Create awareness of the project among external stakeholders before, during, and after the development of the recommendations: this preparatory work will create anticipation for the recommendations, and ideally optimise their incorporation into policy
- Disseminate the recommendations in report format
- Transform the recommendations into scientific publications
- Where relevant, produce lay summaries of the recommendations and disseminate to patients through the appropriate channels, ensuring that these are also easily accessible
- Provide training on the recommendations to selected stakeholders
- Encourage the implementation of the recommendations developed through the project by all PM stakeholders (regulatory bodies, ethics committees, research institutions, funding bodies, scientific journals, and more)
- Promote the integration of the recommendations into policy

### **9. Targets**

- All external stakeholders listed in the previous section for general communication about the recommendations
- Training on the recommendations: health authorities, funders, medical journals (representatives)

### **10. Key messages**

- These new recommendations are essential for robust and reproducible PM research. It would have a significant impact on public health if policymakers across Europe (and beyond) were

to implement them. The desired end-goal is more robust personalised medicine research, and application of findings.

- The key messages will evolve as the recommendations are produced (as described in the previous section).

## 11. Tools

- Publication in scientific journals: The recommendations produced by each of the technical work packages will be presented in scientific articles.
  - WP2 – the protocol for the scoping review that will be followed to identify and analyse relevant literature on the PM research methodologies will be published via the project website and through the following media:
    - (i) Zenodo
  - WP3 to WP6 the recommendations will be presented in a series of articles which will all share the same title “PERMIT series – XXXXX“. Individual articles, when deemed relevant, will also be published in the most relevant journals of the corresponding field. The following journals will be targeted for publication:
    - (i) PLOS Collection / PLOS Medicine/ PLOS One
    - (ii) BMJ
    - (iii) Journal of Personalized Medicine (open access)
    - (iv) Personalized Medicine Universe
    - (v) Journal of Precision Medicine
    - (vi) JAMA – Genomics and Precision Health
    - (vii) New England Journal of Medicine
    - (viii) The Lancet
    - (ix) Journal of the European Association for Predictive, Preventive and Personalised Medicine
    - (x) Journal of Translational Medicine
    - (xi) Pharmacogenomics and Personalized Medicine
    - (xii) BMC Medical Research Methodology
    - (xiii) Cell
    - (xiv) Genetics in Medicine
    - (xv) Biochemical Pharmacology
    - (xvi) Health Policy
    - (xvii) Health Policy and Planning

- (xviii) Journal of Health Services Research and Policy
- (xix) International Journal of Technology Assessment in Health Care
- Authorship will be shared by consortium members actively participating in the preparation of the recommendations and the article. Experts who were consulted during the preparation of the recommendations will also be included in authorship. Precise authorship rules will be defined by consensus with all participants.
- Publication of project deliverables: relevant project deliverables will be made publicly available on the PERMIT project website as reports.
- Presence at **scientific conferences**: Presentations about the PERMIT recommendations as oral presentations or posters. As the recommendations are put together, submissions will be made to relevant scientific meetings to present and share the recommendations.
- Training sessions: Training material will be produced for short training sessions to prompt the adoption and the implementation of the PERMIT recommendations by all relevant stakeholders.
  - The content of the material will be adapted to different audiences, to best address the needs of the targeted audience. The expected target audience will be key stakeholders in PM research. This includes and is not limited to: scientist / investigator communities, regulatory bodies (HTAs, HMAs,) and ethics committees, funding bodies, and scientific journals. Key target audiences also include patients and patient organisations.
  - The format of the training material will also be adapted. Remote training material will be developed for online webinars. Material for face-to-face training and for training-of-trainers will also be developed.
  - Training material in lay terms will be produced with the collaboration of EPF, and disseminated through the channels that will be identified as most appropriate to reach interested patient associations, and the general population.
- Dedicated workshop: A workshop will be organized and will be fully dedicated to developing the general implementation strategy for the PERMIT recommendations. All consortium participants and associated partners will participate, as well as experts in the field of policy making, communications and training. Through the workshop the step-by-step strategy for disseminating the recommendations and the training material to the right audiences, will be developed.
- Final meeting: a meeting will be organized during the last month of the project to present all the recommendations, all publications, all output from the project to relevant

stakeholders. This meeting will be the opportunity to showcase the impact of the project. Relevant representatives from media will also be invited.

## 12. Evaluation of Dissemination and Implementation activities

Dissemination and implementation activities and their impact will also be evaluated. It is important to highlight that it will not be possible to evaluate the uptake of PERMIT recommendations by national / EU policymakers and the consequent policy changes, beyond the duration of the project. In light of this, the following indicators will be evaluated:

- Number of publications of the PERMIT series
- Number of citations of these publications
- Ranking of the journals where the publications were accepted
- Requests for training and participation in training events
- Number of communications in scientific meetings (posters, oral presentations, panels)

## 13. Budget for Dissemination and Implementation

The Dissemination and Implementation budget for the duration of the project is a total of 75 000 €. A separate budget has been allocated for Communications activities regarding the project recommendations and is described in Part I of this document.

The Dissemination and Implementation Budget is distributed in the following way:

Concept	Amount
Publications – fees for open access journals	10 000 €
Implementation meeting – dedicated workshop to develop a plan for boosting implementation of the recommendations	10 000 €
Final meeting – presentation of the ensemble of recommendations to all relevant stakeholders	45 000 €
Training – preparation of training material and training sessions	10 000 €
<b>TOTAL BUDGET</b>	<b>75 000 €</b>

## 14. Appendix 1: Communications Implementation (Tables)

### 14.1 Proposed Communications Activities: General Communications

Note: under Responsibilities, the individual with the main responsibility is indicated only (e.g., ECRIN Communications Officer). However, it is acknowledged that the development and validation of tools will involve close collaboration with the PERMIT Project Manager and other project beneficiaries / partners as appropriate.

## EXTERNAL COMMUNICATIONS

Tool or Activity	Objectives	Key Messages	Target	Responsible partner	Contributing partners	Timeline
<b>Website</b>						
<b>Website</b>	Promote communication about the project and disseminate relevant literature, events/activities, and project deliverables including recommendations (and training)	Mission: To develop and disseminate recommendations on personalised medicine research methodology, aiming to ensure the scientific excellence, validity, robustness, reproducibility, and acceptability of results	All potential external and internal targets	ECRIN (Project Manager and Communication Officer)	All	Continuous

Tool or Activity	Objectives	Key Messages	Target	Responsible partner	Contributing partners	Timeline
		Vision: Enhanced personalised medicine research and optimised, innovative healthcare solutions				
<b>Social media</b>						
<b>Twitter</b>	By using the project hashtag, communicate about project activities, milestones, upcoming and ongoing events, publications.	Key project messages, dates of upcoming events, details of ongoing events, links to publications,	External (all)	ECRIN (Project Manager and Communication Officer)	All: request for partners to Tweet from their respective accounts using the project hashtag	Continuous: goal of 1 weekly Tweet, with #PERMITproject, from all Consortium partners
<b>LinkedIn</b>	By using the project hashtag, communicate about project activities, milestones, upcoming and ongoing events, publications.	Key project messages, dates of upcoming events, details of ongoing events, links to publications with slightly longer text than Twitter	External (all)	ECRIN (Project Manager and Communication Officer)	LinkedIn, publication on their respective accounts (informing the communication working group for coordinated publication/re-publication)	1 monthly LinkedIn post (either on ECRIN's company page, or a partner page, with hashtag)

Tool or Activity	Objectives	Key Messages	Target	Responsible partner	Contributing partners	Timeline
<b>Print / online documents / templates</b>						
<b>Project brochure</b>	Project brochure: folded A4 (one page, with 2 pages of text inside) – present the project objectives, the consortium, the timeline, the work packages	<p>PERMIT aims to develop and disseminate recommendations on personalised medicine research methodology, aiming to ensure the scientific excellence, validity, robustness, reproducibility, and acceptability of results.</p> <p>We are open to collaborations with projects with similar objectives.</p>	Researchers, policy makers in the field of PM – attendees of scientific conferences regarding PM	ECRIN (Communications Officer with contribution of PERMIT Project Manager)	All - validation from the Communications Working Group	June 2020
<b>Project flyer</b>	Two sided A5 – present project objectives, consortium and WPs in a very concise manner	PERMIT aims to develop and disseminate recommendations on personalised medicine research methodology, aiming	Researchers, policy makers in the field of PM - attendees of scientific	ECRIN (Communications Officer with contribution of PERMIT Project Manager)	All - validation from the Communications Working Group	June 2020

Tool or Activity	Objectives	Key Messages	Target	Responsible partner	Contributing partners	Timeline
		to ensure the scientific excellence, validity, robustness, reproducibility, and acceptability of results	conferences regarding PM			
<b>Project templates for external communication</b>	PowerPoint template – for internal and external presentations on the project	Keep a harmonized graphic charter when presenting the project in any fora.	Researchers, policy makers, other PM initiatives - attendees of scientific conferences regarding PM	ECRIN (Communications Officer and PERMIT Project Manager)	All – validation by Communications Working Group	June 2020
<b>Scientific communications</b>						
<b>Scientific conferences</b>	Promote the project and the recommendations the project will produce to the scientific community: lay the foundation for the future publication of the	Create a mapping of related permed initiatives/projects; events where project stakeholders could go present the project. This would build buzz and identify partners for dissemination of recommendations and experts for	Researchers, policy makers, other PM initiatives - attendees of scientific conferences regarding PM; depending	ECRIN (PERMIT Project Manager)	All consortium members	Continuous

Tool or Activity	Objectives	Key Messages	Target	Responsible partner	Contributing partners	Timeline
	project recommendations	building the recommendations.	on the potential interest to patient groups, this will also include patients.			
<b>Promoting scientific articles</b>	Boost visibility of all scientific publications regarding the project, by posting information on websites and promoting on Twitter and LinkedIn.	<p>These publications are important for the field of PM.</p> <p>The recommendations cited in these publications should be adopted as standards for PM research.</p>	All PM stakeholders	All partners	All	Continuous
<b>Emails</b>						
<b>Emails</b>	To disseminate key information on upcoming events, milestones or publications with those who have signed up for these updates.	<p>This upcoming event will be of high relevance for the PM research community.</p> <p>This publication is important for the field of PM.</p>	Individuals who have freely signed up for updates via the PERMIT website.	ECRIN	None	Continuous

Tool or Activity	Objectives	Key Messages	Target	Responsible partner	Contributing partners	Timeline
		The project has reached this important milestone that is of relevance to the PM research community.				

## INTERNAL COMMUNICATIONS

Tool or Activity	Objectives	Key Messages	Target	Responsible partner	Contributing partners	Timeline
<b>Organisation and management of a communications working group</b>	To enhance internal communication and ensure that all external communication regarding the project is harmonized	<p>Social media posts must use the same hashtag.</p> <p>Publications must be supported by all consortium members.</p> <p>The uptake of recommendations depends on our active</p>	Members of internal Communications Working Group	ECRIN Communications Officer, PERMIT Project Manager,	1 communications rep from each beneficiary	Continuous

Tool or Activity	Objectives	Key Messages	Target	Responsible partner	Contributing partners	Timeline
		communication to build anticipation and to reach a wide public.				
<b>Templates for internal communications</b>	Word document templates for: 1) simple document, 2) meeting agenda/minutes	Harmonized graphic charter for internal communication regarding the project.	All consortium members	ECRIN	NA	June 2020
<b>Document sharing tool</b>	Allow consortium members to easily exchange documents that are essential for the project operations, including communications material	NA	All consortium members (no associated partners)	ECRIN (PERMIT Project manager coordinates access rights)	NA	Continuous

## DISSEMINATION AND IMPLEMENTATION

Tool or Activity	Objectives	Key Messages	Target	Responsible partner	Contributing partners	Timeline
<b>Scientific communications</b>						

<b>Tool or Activity</b>	<b>Objectives</b>	<b>Key Messages</b>	<b>Target</b>	<b>Responsible partner</b>	<b>Contributing partners</b>	<b>Timeline</b>
<b>Scientific articles</b>	Present the recommendations as scientific articles to reach a broader scientific audience.	The recommendations presented in the article are paramount for PM research.	PM research community, regulatory bodies mainly – all other PM stakeholders	ECRIN (Project Manager) for coordination – All partners for drafting and publishing	All	Continuous
<b>Participation in scientific meetings – presenting/promoting the recommendations</b>	Present the recommendations as scientific articles to reach a broader scientific audience.	The recommendations presented in the poster/oral presentation are paramount for PM research.	PM research community, regulatory bodies mainly – all other PM stakeholders	All partners for identifying opportunities, submitting, and preparing poster/abstract/presentation	All consortium members	Continuous
<b>Training</b>						
<b>Training material and sessions</b>	Boost and facilitate the adoption and implementation of PERMIT recommendations by all stakeholders.	These recommendations can be integrated into your policy and practice. Doing so will ensure that the PM research you implement/fund/support/publish/authorize will be robust and reproducible.	All PM stakeholders	ECRIN (PERMIT Project Manager) for coordinating the preparation of material	All consortium members – developing the training strategy and supporting training	October 2021
<b>Meetings</b>						

<b>Tool or Activity</b>	<b>Objectives</b>	<b>Key Messages</b>	<b>Target</b>	<b>Responsible partner</b>	<b>Contributing partners</b>	<b>Timeline</b>
<b>Dedicated implementation workshop</b>	To define a strategy for boosting and supporting the adoption and implementation of PERMIT recommendations by all stakeholders.	The strategy will allow the consortium to reach all relevant stakeholders through proper dissemination channels, with tailored training materials.	All PM stakeholders	ECRIN – organization of the workshop	All consortium members contribute to defining the workshop content and to defining the implementation strategy	September 2021
<b>Final meeting</b>	To present the ensemble of project results and publications to all key PM stakeholders.	The PERMIT recommendations are paramount for robust and reproducible PM research. Their adoption and implementation will ensure a harmonized understanding and approach to PM research.	All PM stakeholders	ECRIN for the organization of the meeting	All consortium members contribute to defining and preparing meeting content	December 2021

## 15. Appendix 2: Social Media Strategy

### 15.1 Social Media Goals

PERMIT's social media goals are to:

- Enhance communication about the project to a diverse audience in Europe and internationally
- Keep interested parties up-to-date on PERMIT activities and events in real-time (via Twitter), as well as those of relevant partners/stakeholders
- Attract new partners and experts to the project

#### 15.1.1 Twitter

As indicated at the PERMIT kick-off meeting in Paris, the project will not have a separate Twitter, given its short timeframe. However, ECRIN's Communication Officer and the PERMIT Project Manager will Tweet as frequently as possible about the project using various proposed hashtags.

##### **Twitter account management:**

ECRIN's Communication Officer will Tweet about the project using the ECRIN Twitter account (@ECRIN\_ERIC). As of end January 2020, the ECRIN account has over 760 followers.

##### **Proposed hashtags:**

#PERMITproject

#personalisedmedicine (NOTE: as PERMIT is a European project, we propose to use the UK (!) spelling for personalised, meaning with an "s" not a "z")

##### **Use by consortium partners:**

Consortium partners (and particularly individuals involved in the proposed communications working group) are encouraged to actively Tweet about the project, as feasible and relevant. However, certain best practices should be respected, which are highlighted in the box below.

##### **Twitter Best Practices**

1. **Keep it short**
2. **Use visuals**
3. **Incorporate relevant hashtags** (without going overboard: 2-3 per Tweet)
4. **Ask questions** (to solicit a response from users – i.e. a "call to action")
5. **Connect with Retweets and replies** (engage with what users' are saying)
6. If you insert a URL, **use a shortening tool** (e.g. Bitly) if the length of the original URL is relatively long

PERMIT Communications &  
Dissemination/Implementation Strategies  
Sabrina Gaber  
10/06/2020

**Frequency of Tweets (using the #PERMITproject hashtag):**

Minimum 1 per week, as many as 5 (approx.) or more per day if there is a particular event

**Publication on the PERMIT website:**

Tweets using the hashtag #PERMITproject will automatically be published on the PERMIT website. The website back-office allows the ECRIN Communications Officer and PERMIT Project Manager to delete any Tweets that use this hashtag but are not appropriate and/or related to our project.

**15.1.2 LinkedIn:**

The project will promote information about the project on ECRIN's LinkedIn, which, as of end January 2020, has more than 600 followers.

**Frequency of publications:** As appropriate when there is a major project milestone/achievement or event to promote