autonom'lab
activating innovative projects
in health and autonomy

ITHACA
Interreg Europe

Action Plan

Nouvelle Aquitaine

RÉGION
Nouvelle-Aquitaine

Part I – General information

Project:_ITHACA Innovation in health and care for all

Partner organisation(s) concerned:Autonom'lab

Country:France

NUTS2 region: Nouvelle Aquitaine (Limousin)

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Part II – Policy context

The Action Plan aims to impact: X   Investment for Growth and Jobs programme

                                    ☐   European Territorial Cooperation programme

                                    X   Other regional development policy instrument

Name of the policy instrument(s) addressed: OP Limousin 2014 2020 ERDF ESF

Action Plan for Nouvelle Aquitaine region

Reading the OP Limousin 2014 -2020 we can find some critical points that have to be improved in the actual policies: the need of a new governance, a new approach less focused on "techno push" but more oriented/centered on users' needs, the need to have more transversally policies, to strengthen the capacity and durability of organisations with a role of coordinators for developing sectors. Exchange of experiences (EEPEs) within the Ithaca project helpedus to speed up the process of implementation and improvement of strategies to face these difficulties with hands on experiences and learnings that could inspire concrete actions. In order to stimulate a change, cooperation among Ithaca partners has been an absolute added value: thanks to peer evaluation provided at the end of the EEPEs, Ithaca partners gave to our region several recommendation to improve Nouvelle Aquitaine policies. Peer evaluations was a very powerful way to stimulate discussions among local ecosystem stakeholders on several issues (ecosystems, innovation cycle and general framework) and show the existing interconnections.

Our action plan focuses on introducing in Nouvelle Aquitaine new models of governance aiming at facilitate sharing of knowledge and also ensure coordination and promote dialogue among stakeholders of the ecosystem.

Autonom'Lab supported by their founders, the Regional Council of Nouvelle Aquitaine and health regional agency, thanks to its skills will be the initiator of the process leading to a broader governance for policies related to ageing.

In order to answer to these challenges two actions taking inspirations by ITHACA learning will be implemented.

Actions will be transfer the same learning: the region has to deal with a complex ecosystem with lot of stakeholders and lot of existing isolated good initiatives and projects. The consequence is a fragmented system/framework which makes difficult to scale up innovations and it carries to the necessity for the region to have a new territorial organisation in order to reduce the existing fragmentation in the field of active and healthy ageing.

To realize it the region needs to strengthen the global strategy and a precondition will be the reinforcement of links between the health sector, the care sector and innovation field. Actions will focus on promotion of dialogue and stimulation of innovation:

first step will be to improve the ability to identify and translate users' needs from care and health sectors into concrete solutions supporting also academic research.

The second step will be to improve the capacity of economic stakeholders to scale up their solutions with a higher impact on territory. New partnerships with regional stakeholders will be planned.

Concretely, the first action will bring to the definition of an organization like a "*gerontopole*" and the second action will focus on the definition of a regional health cluster. The Nouvelle Aquitaine Regional Council (managing authority of the ERDF) endorses the actions and it will be the founder of both of them through the budget allocated to "Health and Silver Economy" department will fund the two organisations once created. Actions will be detailed later.

The starting point

The general policy framework: the Limousin Regional Operational Program

Ageing is a transversal theme within the **Limousin Region Operational Program** and it is one of the 7 specialisation fields of the RIS3. Two axes from the OP Limousin are concerned by active and healthy ageing: axe 1 "innovative economy" and axe 3 "urban planning and ICT use". Within these two axes two specific objectives are addressed by the action plan/ITHACA project: **the objective 1.1, 1.2 and 3.3**.

The objectives 1.1 and 1.2 aim at

- augmenting the number of innovative projects developed by companies

- guaranteeing performance and actractivity of pole of expertise in the priority domains.

The objective 3.3 is about to increase the ICT use for and by population.

Thanks to Ithaca we learned about ways to get an improved governance which needs to be defined as a pre-condition in order to reach these goals.

The two objectives related to "Innovative Economy" will be impacted in two ways by the actions inspired by Ithaca learning:

the implementation of the Health Cluster will allow to support companies with more innovative projects, including ICT use, with higher impact for the regional territory;

The euro gerontopole will allow to build a specific expert task force in the healthy and active ageing priority domain augmenting the capacity to attract new investments within the region implementing the attractivity.

From Limousin region to Nouvelle Aquitaine region: a regional policy instrument in favour of the new Nouvelle Aquitaine economic competitiveness, the Regional Plan for Economic development, Innovation and internationalisation (SRDEII) 2018-2020

After the merge of the three regions (Loi Notre), Limousin, Aquitaine and Poitou Charente, and the birth of the new region Nouvelle Aquitaine, the implementation of this Limousin OP policy instrument was made concrete with the **Regional Plan for Economic development, Innovation and internationalisation (SRDEII) 2018-2020** of Nouvelle Aquitaine. This plan is built around four major challenges: the creation of dynamic ecosystems, the cohesive development of territories, innovation and competitiveness, complementarity of efforts to ensure economic development. One of its 7 key principles recommends/encourages to strengthen policies to support innovation for priority sectors (like in the S3) in order to favour restructuring process, support

economic transformation and foreseen new business models within many identified priority sectors ("filières"). One of these identified priority sectors is health/well being and silver economy. Thank to this instrument the Regional Council offers support to "sectors" to help them to define strategic road maps: this process involved all the stakeholders participating to the same ecosystem/value chain.

Within the Ithaca project we had a big work around the framework strategy and the good ingredients we need to better manage ecosystems and innovation. We learned that to create dynamic ecosystem (as mentioned in the SRDEII policy instrument) few prerequisites are needed:

"determine needs for innovation and thereby focus areas of local ecosystems"

"establish context and assets to build on"

"understand stakeholders to engage effectively"

"engagement challenges to overcome"

The two actions we will put in place could create the right conditions needed to have ecosystems which performs well and able to stimulate innovation.

<u>From regional plan to specific strategies for priority sectors: health and silver economy roadmaps.</u>

So that after the SRDEII plan definition, several road maps have been drafted and particularly two of them are relevant for ITHACA topic (the development of smart health and care): **the health roadmap and silver economy roadmap**. **These road maps represent an implementation of the Operational Program (the general policy framework)** and they are concrete strategies trying to develop these two priority sectors at regional level according also to the shared vision/approach presented in the SRDEII plan.

Autonom'Lab was very active in the definition definition of the process suggesting specific points that have to be taken into account in the roadmaps and influencing the perspective given by these road maps. Autonom'Lab transfered to regional decision makers an important learning from ITHACA: the necessity of the quadruple helix approach which allows to connect all relevant stakeholders in the field of ageing to stimulate innovation that comes from real users' needs.

The Health Road map define priorities for the Nouvelle Aquitaine to support projects in the field of health with 4 goals:

- *Support the development of health territories and fight against medical neglect*
- *Take the challenges of tomorrow's medicine and key technologies*
- *Support innovation and competitiveness of the SMEs in the health field*
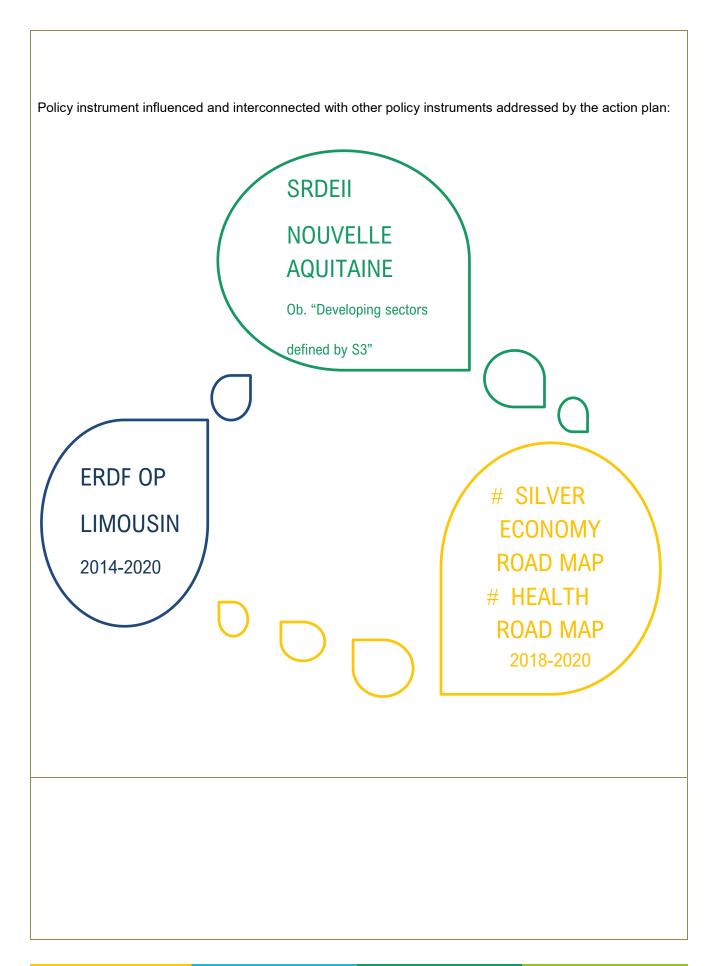- *Support intervention at the prevention stage*

The **Silver Economy Road map** sets the directions of the region in terms of economic development actions, training and land-use planning in the field of the economy related to the extension of the life expectancy. We can find 3 main axes:

- *Make innovation possible in Silver Economy (technological and organizational innovations)*
- *Promote and support active and healthy ageing with a focus on training for carers and home care professionals and research in the prevention field*

- *Structuring the regional governance opening to new models of territorial organization and to European collaborations*

Ithaca project learning bring interesting knowledge and examples to improve this last point, as described later on.

Policy instrument influenced and interconnected with other policy instruments addressed by the action plan:

SRDEII

NOUVELLE AQUITAINE

Ob. "Developing sectors defined by S3"

ERDF OP LIMOUSIN 2014-2020

SILVER ECONOMY ROAD MAP
HEALTH ROAD MAP
2018-2020

ERDF OP LIMOUSIN The general policy framework	SRDEII NOUVELLE AQUITAINE The regional development plan	HEALTH AND SILVER ECONOMY ROADMAPS The Ageing strategy	ITHACA PROJECT LEARNINGS AND GOOD PRACTICES	ACTIONS
AXE 1 thematic objectives 1 R&I (1A and 1B)	PRIORITY 2 Pursue and strengthen policies focusing on developing sector (listed also in the S3): Manage the interconnection between regional and local ecosystems; conclude partnerships contracts with key players; increase density of regional skills and resources; promote market access.	AXE Strengthen the local governance and open to European models	Need to better coordinate all the existing initiatives in Nouvelle Aquitaine. Inspiring good practice: the strategy of RIS3 by Basque Country and STIP, science, technology and Innovation Plan, Slimmer Leven 2020 from Noord Brabant	Opportunity to build a new governance and strengthen the link between innovation, research and companies. Draft of the general framework for the *gerontopole*: visions, missions and actions
AXE 1 thematic objective 3 SME (3D)		AXE Promote innovation within the health and social care sector to foster the development of SMEs	Need of an overall strategy to guarantee the completion of the innovation cycle and improve the "scale up" phase support. Different examples of health and smart care clusters form Liverpool, Baden WurttembergFVG.	Action aiming at transfer knowledge from ITHACA from Autonom'Lab to other stakeholders of Nouvelle Aquitaine concerning the creation of a "regional" Health Cluster. How the existing clusters can work together?

Part III – Details of the actions envisaged

ACTION 1:

Name of the action: "Strengthen the regional strategy on active and healthy ageing creating a stronger governance and new partnerships opportunities: the *Euro Gerontopole*"

1. **Relevance to the project** *(please describe how this action derives from the project and in particular from the interregional exchange of experience. Where does the inspiration for this action come from?)*

The regional strategy based on road maps development seems to be a good point of departure to manage the complexity of the three former regional ecosystems on active and healthy ageing, but there is a need to reinforce this strategy improving the coordination of the many projects/initiatives funded so far by regional call for projects (according also to the PO Limousin objective). For the moment the roadmaps set a number of goals sometimes not enough consistent and resulting in funding too many small projects not able to scale up. This particular point was highlighted by the **ITHACA peer evaluation** made after the EEPE in Nouvelle Aquitaine and also during the stakeholders meetings organized within the ITHACA framework. After the discussions a swot analysis was produced highlighting the need to promote a new model of governance putting a special attention towards a better integration of the health and silver economy sectors, with a stronger involvement of the care sector and the innovation field. In the Nouvelle Aquitaine regional context this will result in a stronger collaboration between the Regional Council and the Health Regional Agency, ARS (as "health" is managed at national level and then just implemented at regional level) to find common objectives and have shared value proposition for the development of smart health and care. Concretely the region envisage to create a euro gerontopole involving the whole Euskadi region (French and Spanish Basque Country).

Two particular good practices presented during the learning process of Ithaca project stimulated these considerations and inspired the *gerontopole* organization..

The good practice **STIP 2020** from the **Basque country**: it is a successful example of a global transversal strategy able to give a vision which gathered multiple stakeholders coming from innovation, research and industry. What is interesting for us is the way they elaborated a plan to improve both well-being, economic growth and employment, investing in knowledge economy development. The result is a well-structured

framework stimulating the collaborations among different stakeholders working in health and care sectors, innovation and technology fields.

Learning we will transfer tor *Gerontopole***.**

We have been inspired by their framework strategy for a responsive innovation policy. Taking inspiration from the Basque Country model, we will stimulate all stakeholders to take part to the implementation of *Gerontopole* which will be a multi stakeholder's body able to advise regional government about priorities that addresses local societal issues and work on them.

In the same way the experience of **SLIMMER LEVEN 2020** from **Eindhoven** has interesting aspects that will be taken into account. Particularly their approach focus on innovation in favour of care at home with a clear ambition to have an open ecosystem able to innovate, share benefits and also the "friction costs" (the cost related to the introduction of innovation in a system).

Learning we will transfer to *Gerontopole*.

We would like to transfer their framework strategy of open innovation and particularly within the field of care at home with a strong business orientation. Set the good conditions for innovation and share the risks of innovation will lead the regional territory to have a competitive advantage.

Based on these examples the definition of a renewed regional steering process could lead to the definition of an organisation able to strengthen synergies between the regional stakeholders with a more efficient coordination of multiple actors in order to reach better results and a bigger scale of implementation of projects, particularly in the telemedicine domain (as also addressed by the OP Limousin).

Another important aspect we learn from ITHACA was about impact measurement, especially the importance to define clear indicators. A very useful work was done to learn to Ithaca partners how to measure social impact and how it could be useful to support policy change.

Learning we will transfer to *Gerontopole*

Thanks to the learning about the framework strategy we wish to define an appropriate framework of social impact evaluation for the implementation of the *Euro Gerontopole* since the very beginning of this action.

This action implies an iterative process that aim at secure the participation of stakeholders and validate in a collaborative manner the value proposition supported by the *Euro Gerontopole* implementation. At the end a list of criteria of assessment of social impact will be set.

Envisaged impact on OP Limousin

The action addresses an important issue: the lack of a shared governance which would include also the health sector. Thanks to *Gerontopole* a new partnership open to professionals and research in the social and health field will be settled allowing to get a new strategic framework in the short term: we hope that this initiative will avoid overlaps and gaps, but also it will allow to share the risks of large deployment.

The *Gerontopole* will be an open space to exchange and discuss about topics related to smart health and care and ageing. This way two impacts could be achieved: have a modifications in the regional calls for project and also build new projects to be funded under the OP.

The social impact framework will have as a consequence also to assess the success of the new governance setting.

2. **Nature of the action** (*please describe precisely the content of action 1. What are the specific activities to be implemented?*)

Activity 1.1

Objective: securing stakeholders participation and collect frist impressions agreeing about scope and vision of the new governance.

In this first phase Autonom'Lab will try to collect ides and impressions from the regional ecosystem through face to face meeting with main stakeholders identified and collect their ideas and then sharing ideas in a collective stakeholders meeting where the city which will will welcome the *gerontopole* will be selected.

Deliverable: report about recommendations and suggestions for the future organization.

Activity 1.2

Objective: define a steering group and thematic work groups .

Creation of the steering group involving especially the funding partners and try to find an agreement about scope and vision and the place that will welcome the *gerontopole*.will agree about the "why" question and the main aspects that need to be considered for the new governance.

Two missions for the working group:

Define some specific themes of work and people in charge of them.

 work on the legal framework and the business model of the new organisation of the *Euro gerontopole*.

Deliverable: draft of the *Euro Gerontopole* framework.

Activity 1.3

Objective: implementation of the *gerotopole*

Establishment of the *gerontopole* with a formal Engagement funders and stakeholders

Monitor the implementation of the *gerontopole* related activities.

Deliverable: Contrat d'objectifs et des moyens of *Gerontopole* signed.

Activity 1.4

Objective: Co design the next steps to formalize the *Euro gerontopole* organization and secure the participation of stakeholders from the Basque country.

Work on how stakeholders from basque country will collaborate and contribute to the *Gerontopole*. . A workshops will be organized to co design the *Euro gerontopole* main missions and activities. Considering the relevance of the results from this action and the difficulty to find a common ground of work (health field, social field, innovation field) a facilitator (a consultant) will be hired in order to support Autonom'lab to prepare the meeting, moderate the workshop and define the framework for the impact indicators.

Deliverable: collaboration agreement

3. **Stakeholders involved** *(please indicate the organisations in the region who are involved in the implementation of the action1 and explain their role)*

Autonom'Lab, as the coordinator and facilitator of the process of implementation of the *Euro gerontopole*.
The Regional Council and the Health Regional Agency, as the funding partners of the *euro Gerontopole*.
Academic and economic partners from the Nouvelle Aquitaine region, as contributors to the definition of the main missions and thematic of *Euro Gerontopole*.
Stakeholders from the BIOEF in the Basque Country and others they consider important to include from the ecosystem as contributors to define a collaborative framework between the two regions.

4. **Timeframe** (*please specify the timing envisaged for action 1*)

Second semester of 2019
First meetings with local stakeholders
First semester of 2020
January: regional stakeholders meeting with recommendation drafted and Steering group work definition.
From February to June: two meetings of steering group and 4 seminars of thematic groups.
Second semester 2020
September launch of the *Euro Gerontopole.*

5. **Costs** *(please estimate the costs related to the implementation of action 1)*

The **HR cost** will be covered by the institutions involved in the action: Autonom'Lab through the funding of the Nouvelle Aquitaine Regional Council, the Health Regional Agency and the French *Caisse de depots*.
50 % annual salary of 2 employees (director and communication manager): 92000 euros

External expertise to support Autonom'Lab in the process implementation (consultant to prepare and moderate sessions of work and supporting the co design process since the beginning until the trans regional seminar): 15000 euros

Travel and accommodation for inviting 4 stakeholders from the Basque Country: 2000 euros

Seminar organization (room renting and catering): 5000 euros

6. **Funding sources** *(please describe how action 1 will be financed. Is it through the policy instrument(s) indicated in part II):*

Half budget will be supported by regional funding sources coming from Health and Silver economy department of the Regional Council (managing authority) and the other 50% will be supported by the Health Regional Agency from the Innovation Fund. Part of the action will be also funded by the French *Caisse de Depot* that support local innovative actions to support economic development.

The work engaged thank to this activities could also lead to use ERDF Limousin funding.

ACTION 2

Name of the action: Implementation of a regional health cluster. Support SMEs in the development of innovative projects in smart health and care field.

1. **Relevance to the project** *(please describe how this action derives from the project and in particular from the interregional exchange of experience. Where does the inspiration for this action come from?)*

The action is about the creation of a regional cluster able to gather existing smaller clusters initiatives in the field of health and e health.

Two learnings from ITHACA:

The importance to support all the stages of the innovation cycle in smart health and care until the scale up;

Inspiring examples of cluster in smart health and care which can nourished discussions on the new regional cluster about how to include social care sector and how to manage coordination.

Within the **ITHACA framework strategy** recommendations have been drafted about the innovation cycle and they attached lot of importance to the capacity of the region and its policy to support all the steps of the cycle until the scale up phase. Key stakeholders that could help to reach the completion of the cycle are clusters. Today in Nouvelle Aquitaine there are many clusters working on different health related topics (medical devices, biotechnologies, e health, and pharmaceutical innovations) but they are small and they reflect a fragmented ecosystem. This way they are not adapted to properly support companies and innovations to get into the market and reach the scale up.

To resume, , the work about the innovation cycle and,, some interesting examples of health clusters brought some discussions about the opportunity to structure a more efficient health cluster delivering more adapted services to SMEs to support their projects in order to reach finally the scale up. Ithaca project allowed us to get knowledge about several inspiring good practices around clusters and their strategies.

First, the **e-health cluster** from **Liverpool** gave to Nouvelle Aquitaine a good example of a cluster managed by its own companies with a sustainable business model showing a new way to bring innovations into the market. The e health cluster support the development of innovations across sectors facilitating the collaborations across health and social care sector, industry (service and product) and academia and giving a broader comprehension of the problems related to these sectors. The active and healthy strategy in Nouvelle Aquitaine has a strong focus on Social care sector and social Innovation and there is an interest to see how to better connect the stakeholders from these different ecosystems and let them work together.

Learning we will transfer to NA health Cluster

We have been inspired by their approach and capacity to stimulate relations among sectors: the future health cluster will have to consider not only the "health care" part but it should be able to successfully include "social care" part if it wants to succeed.

Baden Wurttemberg presented as well a successful strategy around cluster and coordination of networks, the **Cluster Agency** (cluster agentur). It is a service provider for the cluster initiatives, regional networks and cluster policy in Baden-Wuerttemberg. As partner of the cluster managements and cluster initiatives, the agency provides them with assistance on their way to further coordination, collaboration and professionalization. This strategy will contribute to give a an overall vision on how to face the difficulties related to lack of coordination of a several number of networks existing on the regional territory.

Learning we will transfer to NA health Cluster

We wish to transfer successfully their coordination strategy able to manage different entities and make them work together in an efficient manner.

This way the future health Cluster of Nouvelle Aquitaine will have the mission to coordinate different existing initiatives.

All these GPs will be of inspiration in the regional discussion for the health cluster implementation.

2. **Nature of the action** (*please describe precisely the content of action 1. What are the specific activities to be implemented*)

Activity 2.1

Objectives: establish the working group.

The group will include representatives from the regional ALLIS NA Health Alliance (clusters) and they will work on a swot analysis taking into account the actual situation and the value of the existing organizations.

A bench mark will be done also to analyse other cluster experiences at national and European level. In this task the working group will be supported by Autonom'lab..

Deliverable: definition of pre-conditions for th creation of the regional cluster..

Activity 2.2
Objective: Formalization of the cluster organisation.

The cluster general framework with objectives, mission, vision will be defined and illustrate in order to get approval from the regional council, who is the main funding partner of this action.

Deliverable: general framework of the cluster.

Activity 2.3
Objective: implementation of the regional Cluster

Recruitment of at least one employee and nomination of the president by the Regional Council.
Draft a roadmaps for the next three years
Monitor the implementation of the roadmap.

Deliverable: health cluster roadmap

3. **Stakeholders involved** *(please indicate the organisations in the region who are involved in the implementation of the action1 and explain their role)*

The Regional Council (Silver economy and health departments) and Allis Na Health Alliance will be the main contributor to this action. The regional council it is the financial partner.
Facilitators will be the Regional Agency for innovations and development (ADI) and the GIP Autonom'lab.

4. **Timeframe** (*please specify the timing envisaged for action 2*)

November/December 2019 until the end of the first semester 2020: definition and formalization of the cluster

Second semester 2020: Cluster implementation .

5. **Costs** (*please estimate the costs related to the implementation of action 2*)

The **HR cost** will be take in charge by the stakeholders participating to the action

Autonom'Lab: 5 full day work of 1 person= 1500 euros
Regional Council: 10 full day work of 1 person= 3000 euros
Allis NA: 10 full day work of 2 persons from clusters = 6000 euros

External expertise
Consultant to support the process transformation: 55000 euros

Travel and accommodation:

Expenses for 2 representatives of cluster GPs: 1500 euros

6. **Funding sources** (*please describe how action 2 will be financed. Is it through the policy instrument(s) indicated in part II*):

The main source of funding will come from the budget of the Health and Silver Economy department of the Nouvelle Aquitaine regional council.

Date:__07/02/2020_____

Name of the organisation(s) : :

GIP AUTONOM'LAB

NOUVELLE AQUITAINE REGIONAL COUNCIL

Signatures of the relevant organisation(s):

MURIELLE BOUIN, Director of Autonom'lab

CAROLE DOUCET, Head of the health and silver economy department at the Regional Council