



ECHoS
Cancer Mission Hubs

WELCOME ABOARD

ESTABLISHING OF CANCER MISSION HUBS: NETWORKS AND SYNERGIES

SAB Edition

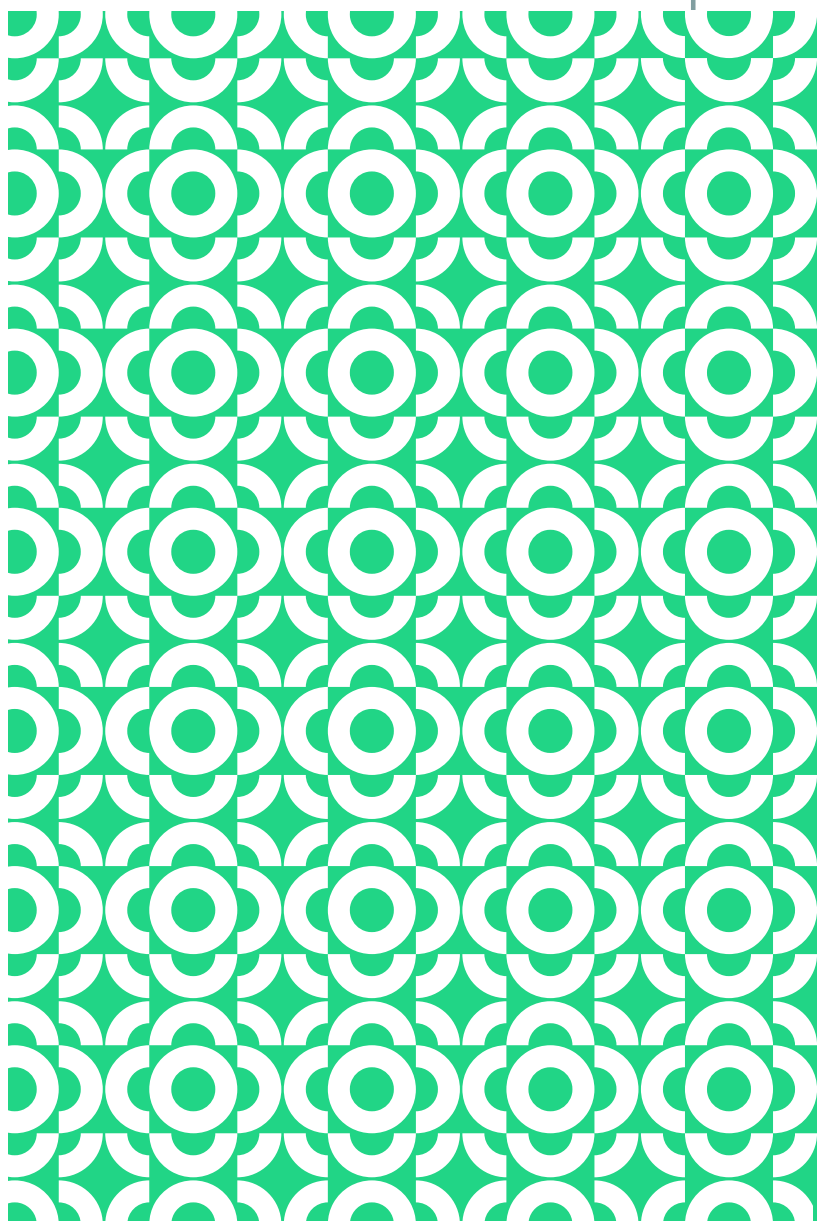


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ECHoS

Cancer Mission Hubs



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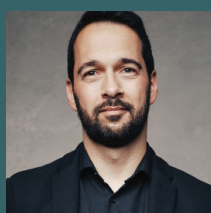
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FOREWORDS





Anabela Isidro & Hugo Soares

ECHoS Coordinators

As Coordinators of ECHoS it is a great honour to lead a consortium that includes such a prestigious group of organisations, 57(!) from 25 Member States, 3 Associated Countries, and a transnational European Organisation, with the common goal of supporting the implementation of EU Mission on Cancer.

By establishing National Cancer Mission Hubs (NCMHs) in each MS/AC, European citizens and organizations in health, research and beyond will be voiced and their voices will echo together. In the next three years, we, together with partners all over Europe, will advocate for the implementation of the objectives of the Cancer Mission at National, Regional, and Local levels - altogether contributing to improving the lives of 3 million people by 2030.

It is therefore with the highest sense of responsibility that we commit ourselves to create the foundations on NCMHs in each MS/AC and capacitate each one, through knowledge sharing and networking, to create real life impact in cancer care and research. Breaking Through Cancer.



I welcome this important initiative of the Cancer Mission. The future National Cancer Mission Hubs will enhance Member States' capacities to integrate EU cancer research and policy actions at national, regional, and local levels. By supporting cross-policy dialogues with stakeholders, these hubs will create a seamless link between R&I and policy developments. This is great news for EU citizens, who will be the key focus of the Mission Hubs' activities.

Mariya Gabriel

European Commissioner for Innovation, Research, Culture, Education and Youth



ECHoS will facilitate and accelerate integration of Cancer Mission activities at the national and regional level. It will provide them with the capacity to gradually create permanent structures dedicated to the integration of the Cancer Mission, providing guidelines and best practices for efficient stakeholder mobilisation and participation taking into consideration the differences in national health and research systems. The future network of mission hubs will serve as a platform for national and regional actors across the EU, for best practices exchanges and joint activities.

Joanna Drake
Deputy Director-General for Research and Innovation





Ioannis Vouldis

European Health and Digital Executive
Agency (HaDEA) - EC

EU Missions are a novelty of the Horizon Europe research and innovation programme, aiming to address some of the greatest challenges in our society. The goal of the Mission on Cancer is to improve the lives of more than 3 million people by 2030, through prevention, cure and support a better and longer life for those affected by cancer including their families.

In this context, the ECHoS project 'Establishing of Cancer Mission Hubs: Networks and Synergies' is granted 6 million euros funding to support the implementation of the Cancer Mission activities in the EU Member States and Associated Countries through the establishment and development of Cancer Mission Hubs operating at national, regional and local levels.

As the responsible EU Officer for ECHoS, I feel privileged working together with the ECHoS coordination team, their partners and stakeholders, to help meeting the project objectives and yield fruitful results. And in doing so, contributing to the Cancer Mission being delivered, thus helping people to lead healthier lives in Europe and beyond.



OVERVIEW



INTRODUCTION

Cancer is a major and growing societal challenge. The increasing incidence of cancer and the introduction of expensive innovative diagnostics, therapeutics, and care interventions makes it an everyday growing economic burden to European healthcare systems. To face this reality, the European Commission has set ambitious and innovative collaborative efforts, as part of the European Beating Cancer Plan (EBCP) and of Horizon Europe (HE), to integrate cancer control measures based on the outputs of fundamental, translational, and clinical research. Alongside this, the EU has invested in several innovation measures to foster R&I in the private sector, as well as to enable greater citizen participation, together with policy, and legislation support. While the organization of cancer awareness and control initiatives at various levels is laudable, there is a potential concern that a disconnected approach may dilute efforts and bring confusion to citizens, in addition to researchers and healthcare professionals.

Through Cancer Mission, EC appeals Member States and Associated Countries (MS/AC) to **combine research, innovation, and policy development**, in ways that cannot be achieved through individual and fragmented initiatives. The ambition of **ECHoS** is to further support the Cancer Mission by providing MS/AC with the capacity to gradually create **National Cancer Mission Hubs (NCMHs)** operating at national, regional and, where relevant, local levels. These NCMHs will have a **key role in involving all relevant national, regional, and local stakeholders, including citizens, in cancer-related policy dialogues**.

Aligned with the ambition of EU Mission Cancer, the driving force of ECHoS project is **"To improve the lives of more than 3 million people by 2030 through prevention, cure and for those affected by cancer including their families, to live longer and better"**.

IN 2020¹ ...



...2.7 million people in the EU-27 were diagnosed with cancer...



... and 1.3 million die from the disease.

1. ECIS - European Cancer Information System, available at <https://ecis.jrc.ec.europa.eu/>

OBJECTIVES

The primary aim of ECHoS is to support the implementation of the Cancer Mission activities in all Member States and Associated Countries through the establishment and **development of Cancer Mission Hubs** operating at national, regional and local levels. ECHoS will set the foundations for the creation of a future European Network of National Cancer Mission Hubs (EU network of NCMHs) with the ambition to be **a strong and cohesive network**, aligned with the Cancer Mission and EBCP, that will continue fostering collaborative research, as well as citizen and other stakeholder engagement efforts. ECHoS will engage with stakeholders across the entire cancer landscape, from individual citizens to European Institutions, as well as national authorities, regulators, industry, patient organizations, and academia. ECHoS broad scope aims to **take cancer-policy dialogues beyond research and innovation and health systems covering also other relevant areas in cancer control and support such as employment, education, and socio-economic aspects**. To guarantee alignment and progress in the field of cancer, ECHoS will be guided by impacting subareas of Cancer Mission – namely **prevention, early detection and treatment, quality of Life and survivorship** – as well as equity, sustainability, and cross-cutting EU priorities such as social engagement and digital health.

Our aim is to **support the implementation of the Cancer Mission activities in all MS/AC...**

...through the establishment and development of National Cancer Mission Hubs.

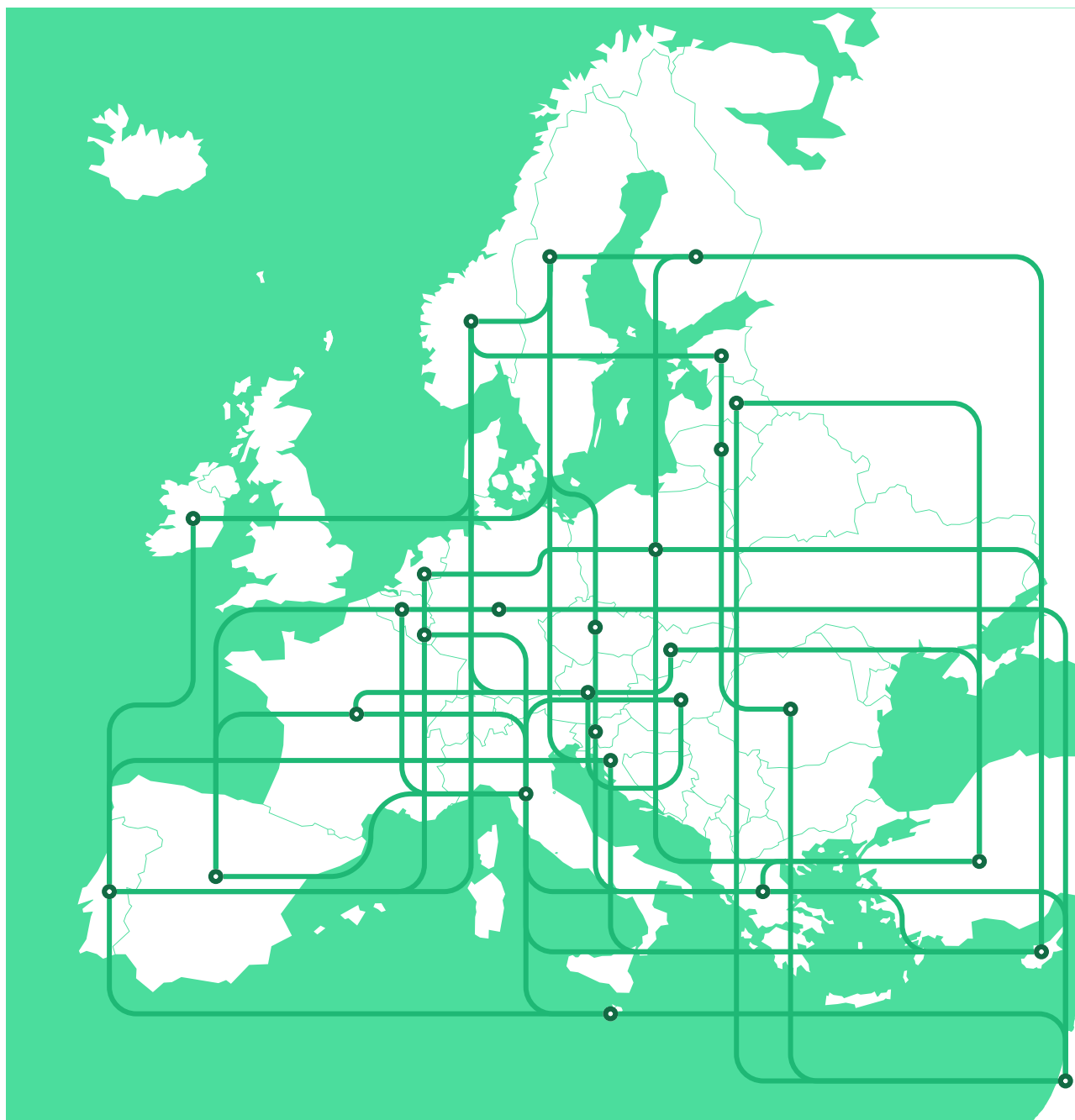
To promote the creation of National Cancer Mission Hubs in MS/AC

To establish a network of support to advance Cancer Mission across Europe

To create synergies for the implementation of the Cancer Mission with other European initiatives towards a "Cancer in All" approach

To create the foundations for a European network of NCMHs by developing a business continuity and operations model framework.

NETWORKS & SYNERGIES



STRUCTURE

All partners have **key roles** in their respective countries: in cancer care, research, as well as research and health policies. These partners include **citizens, industry, SMEs, academia, governance, hospitals and infrastructures**. Many are involved in community engagement activities and/or defining cancer-control strategies. Together, they form **a strong pool of knowledge and expertise** to reach General and Specific project objectives.



WP1

Project Governance and Implementation



WP2

National Cancer Mission Hubs: Design, Creation and Knowledge Exchange



WP3

Multi-stakeholder Identification, Engagement, and Cooperation



WP4

Synergies: bridges to Missions and other European initiatives



WP5

Future EU network of Cancer Mission Hubs - Design Study

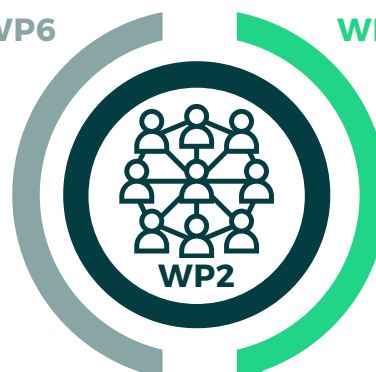


WP6

Communication, Dissemination, Citizens' Engagement & Participation

WP6

WP1



WP2



WP3



WP4

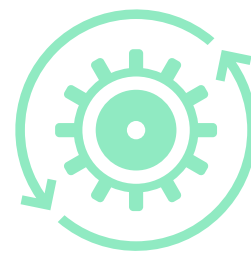


WP5

WORK PACKAGES



WP1 | Project Governance and Implementation



Led by AICIB, WP1 will be dedicated to all the **management procedures for the day-to-day operations of the project**. These include the coordination of project activities, support to WPs, preparing for project meetings, and delivery of periodic reports to the EC. This WP will also monitor the implementation NCMHs across participating MS/AC and their activities as a measure of impact of the project.

TASKS:

Task 1.1 | Project Coordination and Project Management (AICIB, PT)

Task 1.2 | Project Governance and support to Governance structure (AICIB, PT)

Task 1.3 | Monitoring and Evaluation of Project Implementation (Tecnalia, ES)

THE OBJECTIVE OF WP1 IS TO ENSURE AN EFFICIENT COORDINATION AND MANAGEMENT OF THE ECHOS PROJECT BY:

- **Operational level**, manage the progress of project activities according to the timely fulfilment of the milestones and deliverables within the planned resources.
- **Strategic level**, make necessary adjustments to technological, scientific, economical, or legal aspects, if needed, to guarantee the course set out in the description of work.
- **Institutional level**, manage the consortium's relationship with the European Commission by ensuring that all the required documentation will be delivered according to the applicable rules and procedures.
- **Consortium level**, ensure a regular and up-to-date flow of relevant information among all partners.
- **Outcome level assess**, the impact and performance through monitoring of project results.
- **Ethical and legal level**, to ensure that all relevant ethical standards and guidelines.

WP2 | National Cancer Mission HUBs design, creation and Knowledge Exchange



Led by INT, WP2 will be dedicated to the **definition of the basis, general design and the operative NCMH structural elements**. These are envisaged as new conceptual initiatives that aim to break silos in health care, research, and innovation: creating bridges within and beyond this triangle in the cancer area. Guidelines, best practices, capacity building in knowledge exchange programs and awareness events will serve to promote NCMHs establishment.

TASKS:

Task 2.1 | Definition of general design and operative NCMH structural elements (INT, IT)

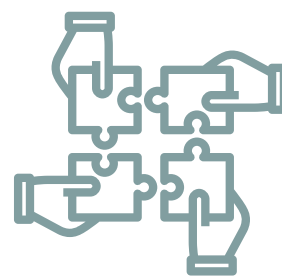
Task 2.2 | Guidelines and best practices for the implementation of NCMHs (NIO-PIB, PL)

Task 2.3 | Capacity Building: Knowledge exchange program (Sciensano, BE, and InoMed, RO)

Task 2.4 | Support the development of NCMHs awareness events in MS/AC (AICIB, PT)

THE OBJECTIVE OF WP2 IS TO DEFINE THE GROUNDS AND PROMOTE NATIONAL CANCER MISSION HUBS ESTABLISHMENT BY:

- **Generating concept models of NCMHs**, aligned with the Cancer Mission Implementation Plan, including the definition of minimal criteria for inclusion.
- **Mapping and categorization** of structures hubs, agencies, mirror groups, informal groups, initiatives operating in MS/AC participating in ECHoS.
- **Creating a manual with guidelines**, best practice, real-world inspirational examples, and a set of recommendations for the creation of NCMHs.
- **Developing an internal knowledge sharing program** stimulating sharing of best practices and mutual learning among organizations.
- **Supporting the development of meetings and events** to raise awareness for NCMHs in MS/AC.



WP3 | Multi-stakeholder identification, engagement and cooperation

Coordinated by Center for Innovation in Medicine (InoMed, Romania), WP3 will be dedicated to **helping NCMHs identify, engage, connect, and enable traditional and non-traditional organized stakeholders** to actively and impactfully contribute to the success of the Cancer Mission.

TASKS:

Task 3.1 | Establish impact models to support implementation of Mission on Cancer (SIR, SE)

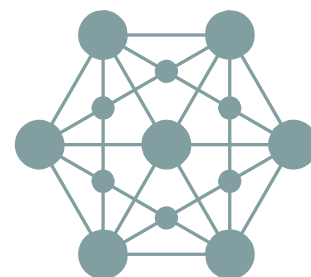
Task 3.2 | Identify stakeholders and create an interactive tool for stakeholder interactions at MS/AC, Regional and local level (HUS, FI)

Task 3.3 | Engage individual stakeholders and foster cooperation (OCC, NO)

THE OBJECTIVE OF WP3 IS TO ESTABLISH CONNECTIONS AND ENGAGE STAKEHOLDERS TO CONTRIBUTE TO THE SUCCESS OF CANCER MISSION:

- **Develop suitable impact models** for the Cancer Mission subareas that will contribute to the overall success of the Cancer Mission, by providing NCMHs with a blueprint to adapt to national context and priorities, allow them to rapidly engage relevant stakeholders and identify critical activities and necessary milestones.
- Based on impact models, **systematically engage relevant stakeholder groups**, and stimulate bottom-up cancer-mission activities,
- **Foster multi-stakeholder co-operation** by building a shared culture around Cancer Mission.
- **Establish an interactive tool** to map stakeholders across all groups in a way that enables new connections, and to encourage Mission activities among different stakeholders.

WP4 | Synergies: bridges to Missions and other European initiatives



Led by Council for Science and Technology (MCST, Malta), WP4 will be dedicated to **investing in the generation of collaborations with European Projects and organizations in Health, Research and Beyond**. WP4 will initiate and strengthen synergies between ECHoS (and NCMHs) with other European bodies, initiatives and actors to ensure that there is an effective policy dialogue at all levels and to allow an effective connection with such initiatives.

TASKS:

Task 4.1 | Creation of a Liaison Committee for high-level representation and Policy dialogues (AICIB, PT)

Task 4.2 | Operational level synergies with EU initiatives (EKT, GR & UCSC, IT)

Task 4.3 | 'Cancer in all policies'- synergies beyond Health (MCST, MT)

THE OBJECTIVE OF WP4 IS TO INITIATE AND STRENGTHEN SYNERGIES BETWEEN ECHOS (AND NCMHS) WITH OTHER EUROPEAN BODIES, INITIATIVES AND ACTORS:

- **Ensure broad (European, national, regional, local) involvement** of actors in the cancer policy dialogue, particularly with EU Institutions, National Authorities, Cancer Mission amongst others.
- **Ensure broad stakeholders' involvement**, including patients and citizens, in policy dialogue on cancer.
- **Identify potential synergies with other areas** to contribute to the success of the Mission.

WP5 | Future EU network of National Cancer Mission HUBs – Design Study



Coordinated by Sciensano (Belgium), WP5 will be dedicated to developing a sustainable business continuity model to the future network of NCMHs. WP5 will **build on the outcomes and outputs of WP2 and its potential adaptations to different national contexts**. Adjustments are envisioned according to the needs identified in WP3, WP4, and WP6 in respect to interaction with organized stakeholders, synergies with other European initiatives, and individual citizens, respectively.

TASKS:

Task 5.1 | Define scope of the EU network of National Cancer Mission Hubs (Sciensano, BE)

Task 5.2 | Business-continuity framework – governance, finance and business models (NIO-PIB, PL)

Task 5.3 | Strategic roadmap for a sustainable European Network of Cancer Mission Hubs (AICIB, PT)

THE OBJECTIVE OF WP5 IS TO BUILD AN OPERATIONAL BLUEPRINT OF THE FUTURE EU STRUCTURE THAT WILL CONNECT NCMHS TRANSNATIONALLY:

- **Identification of potential sustainability models**, including both ‘classic’ and innovative approaches to fund-raising activities, business models, and legal status of the future network of NCMHs.
- **Development of a Network “Business-continuity model” framework** taking into consideration NCMHs diversity and governance, and a particular focus on citizen participation and policy dialogue activities.
- **Develop a roadmap** for the sustainable implementation of an EU network of NCMHs.

WP6 | Communication, Dissemination, Citizens' Engagement & Participation



Led by Karolinska Comprehensive Cancer Centre (KCCC) - joint initiative between the Karolinska University Hospital (KHU, Sweden) and the Karolinska Institute (KI, Sweden) - WP6 will be dedicated to **bringing the Cancer Mission to those who need it the most: citizens**. WP6 will focus on Communication activities across all required levels and, also, targeting non-organized stakeholders - namely citizens, patients and their families, marginalized groups, and the society at large.

TASKS:

Task 6.1 | Dissemination and Communication (AICIB, PT)

Task 6.2 | Citizens' Engagement and Participation Activities (GOEC, AT)

Task 6.3 | Organization of Transnational citizens' engagement events (SIR & KCCC, SE)

THE OBJECTIVE OF WP6 IS TO ESTABLISH COMMUNICATION CHANNELS THAT SUPPORT AND ENHANCE THE MISSION APPROACH :

- **Communication:** Communicate across all required levels to support top-down / bottom-up mission approach.
- **Citizen engagement and participation:** Ensure broad citizen engagement and participation.
- **Dissemination and Awareness Events:** Facilitate 'added European dimension' to national events and effectively disseminate information about local cancer-related events as well as organize cross-cutting events.
- **Impact:** Ensure the long-term impact of the action by establishing a 'roadmap to impact', including but not limited to a self-sustaining hubs ecosystem, tools, and trainings to support NCMHs on the way to get there and the exploitation of results and resources obtained during the project.

ECHoS CONSORTIUM

The logo graphic for ECHoS Consortium consists of a series of white, stylized, overlapping semi-circular shapes arranged in a horizontal row, resembling a series of connected arches or a stylized wave.

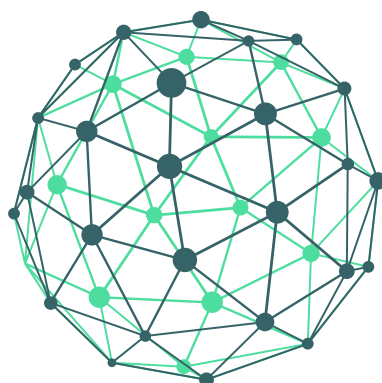
ECHoS TOGETHER

Committed to achieving its goals, ECHoS consortium gathers **58 organizations** distributed across **28 countries** covering the entire cancer ecosystem. Partner organizations in the consortium include **Public Health Organisations, Ministries of Science, Ministries of Health, National Funding Agencies, Innovation Centres, Universities, Cancer Centres. Associations, and other organizations from both the public and private sectors.**

Some countries already have operational Cancer Hub-like structures that can contribute to ECHoS with valuable experiences and share prior knowledge sharing in multiple areas. These structures include the Portuguese National Cancer Hub, the Belgium EBCCP Mirror Group, the Swedish Vision Zero Cancer initiative, the Strategy Committee of the German National Decade Against Cancer, the Romanian Cancer Mission Informal Group, and the Spanish Core Mirror Group for Cancer Mission just to name a few.

ECHoS will leverage on these national structures and liaise with the established network of National Contact Points for HE and National Focal Points for EU4Health and other appointed delegates to multiple European initiatives towards the creation of competences and know-how to facilitate the creation of competent NCHMs in all MS/AC. In addition, ECHoS will establish key synergies with the CSAs 4.UNCAN.EU, CCI4EU, the Joint Actions JaNe and CraNe, and other key European initiatives (e.g. EUCAIM project), to guarantee Mission on Cancer objectives are implemented in multiple sectors. **Identified synergies, and others that will emerge during the project, will promote an alignment of programmes and strategies decreasing duplication of efforts aiming to defragment and increase the impact of cancer research and health initiatives.** It will also create communication channels between EU initiatives and individual NCMHs, leading to a wider implementation of Cancer Mission-related activities.

Participating countries: Austria, Belgium, Croatia, Cyprus, Czech Republic, Estonia, Finland, France, Germany, Greece, Hungary, Ireland, Israel, Italy, Latvia, Lithuania, Luxembourg, Malta, Netherlands, Norway, Poland, Portugal, Romania, Slovakia, Slovenia, Spain, Sweden, and Turkey.



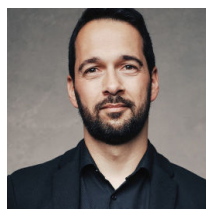
ECHoS EXECUTIVE BOARD

All partners are vested with interest on the successful implementation of Cancer Mission activities in their respective country or region and are experienced professionals in cancer care, cancer research, research- and health-policies and many are involved in health community engagement (e.g., citizens, industry, SMEs, academia, governance, hospitals...). The Executive Board Team is composed of representatives of organizations with leadership roles in the project, both at WP or Task level.



Anabela Isidro

AICIB, PT



Hugo Soares

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Apolone

INT, IT



Marius Geanta

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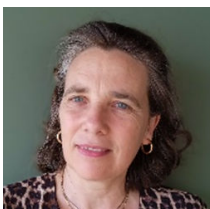
Hult

SIR, SE



Claudia Habi

GOEC, AT



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TECNALIA, ES



Iwona Lugowska

NIO-PIB, PL

ECHoS EXECUTIVE BOARD (cont.)



**Dorota Dudek-
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NIO-PIB, PL



Tomi Makela
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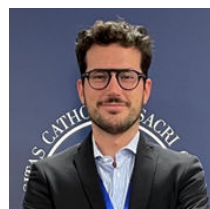
Ketil Widerberg
OCC, NO



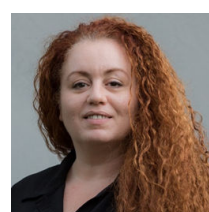
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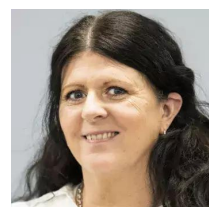
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EKT, GR



**Angelos
Angelidis**
EKT, GR



Eva Jolly
KUH and KCCC, SE

ECHoS STRATEGIC ADVISORY BOARD

The ECHoS Strategic Advisory Board is composed of an external group of multidisciplinary and diverse key opinion leaders to advise on project governance and activities and act in the best interest of the project bridging ECHoS with relevant players in the Cancer area.

Aim

Provide advice on the project objectives and results to ensure that the activities are sound, pertinent and provide high impact to the community.

Providing **valuable insights** on:

- **Strategic direction** of the project
- **Key operational**, technical matters
- **Exploitation and impact** of the projects results



Barbara Radecka

Department of Oncology, Institute of Medical Sciences, University of Opole, Poland; Department of Clinical Oncology, Tadeusz Koszarowski Cancer Center in Opole



Ivana Cattaneo

Executive Director, Therapeutic Area Advocacy and Precision Medicine at Novartis



Jan Geissler

Past chair of WECAN, Founder and CEO of Patvocates



Sarah Stroobants

NCP Advisor for Health & Missions at NCP Flanders / Research Foundation Flanders



Jose M Martin-Moreno

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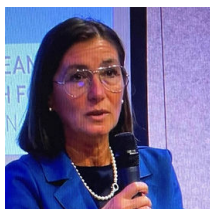
Barbara Radecka

Department of Oncology, Institute of Medical Sciences, University of Opole, Poland;
Department of Clinical Oncology, Tadeusz Koszarowski Cancer Center in Opole

Barbara Radecka is a Clinical Oncologist and assistant professor, Head of the Department of Oncology at the Institute of Medical Sciences, University of Opole (Uniwersytet Opolski) and Tadeusz Koszarowski Cancer Center (Opolskie Centrum Onkologii w Opolu) in Opole. Her main scientific interests are Breast Cancer and Colorectal Cancer.

The topic of her doctoral dissertation is “Long-term results of breast cancer recurrence treatment in patients after primary surgical treatment”, and her habilitation thesis is “Pathomorphological complete response after preoperative chemotherapy in breast cancer patients”.

She is a member of Polish and international research teams and co-author of several papers published in indexed journals. Scholarship holder of the ESMO - European Society for Medical Oncology at the Institut Jules Bordet in Brussels in 2009. She is a member of the Polish Society of Clinical Oncology (Vice-president of the main board) and Polish Oncological Society (member of the peer jury).



Ivana Cattaneo

Executive Director, Therapeutic Area Advocacy and Precision Medicine at Novartis

Ivana is the Executive Director of Therapeutic Area Advocacy and Precision Medicine at Novartis. She has an MSc in International Health Technology Assessment from The University of Sheffield, Faculty of Medicine, Dentistry and Health, a master's in management and a degree in foreign literature from Italian Universities.

She is passionate about Cancer Policy and focuses on policy advocacy on Cancer Research, Cancer challenges, access, and inequalities. Her work experience is at the international level, primarily in life science industry.

Ivana is a member of different steering committees such as:

- Chair of the EFPIA - European Federation of Pharmaceutical Industries and Associations Oncology Platform
- Steering Committee member of ESMO - European Society for Medical Oncology Rare Cancers Europe
- Founding member of Transforming Breast Cancer Together
- Member of the Cancer Grand Challenges Advocacy Panel
- Member of the PROPHET.EU Stakeholder Forum



Jan Geissler

Past chair of WECAN, Founder and
CEO of Patvocates

As a patient living with Chronic Myeloid Leukemia, Jan Geissler co-founded the patient advocacy organisations LeukaNET, CML Advocates Network, Acute Leukemia Advocates Network and the network of pan-European cancer patient organisations (WECAN). He is the founder and CEO of Patvocates, a think tank and social venture on patient involvement and patient advocacy, and founder and managing director of the non-profit European Patient Advocacy Institute (EPAI).

Jan serves as an advisor e.g., on the Patient Advisory Committees of the European Cancer Organisation and the European Hematology Association. He is on the strategy council of the German National Decade Against Cancer and the steering committee of the German National Cancer Plan. Jan is involved in the EU projects HARMONY Alliance and SafePolyMed. He also serves as lay member on the Bavarian Chamber of Physicians Ethics Committee.



Jose M Martin-Moreno

Professor of Preventive Medicine and Public
Health at the University of Valencia, Spain
and Policy Adviser, European Observatory
on Health Systems and Policies

Jose M Martin-Moreno is a Professor of Medicine and Public Health at the University of Valencia, Director of the Medical Education and Quality Unit at the Valencian Clinical Hospital, Director of the Andrija Stampar European Summer School of Public Health and Policy Adviser of the European Observatory on Health Systems and Policies.

Dr. Martin-Moreno is also a Member of the European Academy of Cancer Sciences, Core Faculty Member of the European School of Oncology and of the European Code Against Cancer Scientific Committee, and Member of the ESMO European Policy and Global Policy Committees.

He previously served as Director of Programme Management at WHO Europe and Director-General and Chief Medical Officer of Spain. Additionally, he has also advised the European Commission (through diverse working groups organized under the Directorate General for Health and Consumers, DG SANCO, and the Directorate General of Research, DG Research), the Scientific and Technical Office of the European Parliament, the European Institute of Oncology, and the International Agency for Research on Cancer.



Sarah Stroobants

NCP Advisor for Health & Missions at NCP
Flanders / Research Foundation Flanders

Sarah Stroobants is a National Contact Point Advisor for the Health domain, including the Cancer Mission, at Research Foundation Flanders. In that role, she provides information and advice to potential applicants and beneficiaries of the Horizon Europe programme.

Before joining NCP Flanders, Sarah worked at the European Commission's Department for Education and Culture (DG EAC). At the Commission she was responsible for coordinating the relations between DG EAC and the Council of the EU. She provided policy advice and support to her department on inter-institutional processes, including in the context of the legislative negotiations of the EU programmes managed by DG EAC. Before her time at the Commission, Sarah worked at the University of Leuven's international office as an advisor internationalisation.

ECHoS Partners:





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Cancer Mission Hubs



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