



H2020-DSR-4-2014

PANDEM

Pandemic Risk and Emergency Management

D7.2 DISSEMINATION ACTIVITIES

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Project website: www.pandem.eu.com

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1. INTRODUCTION

Dissemination activities and events were organised and coordinated under WP7, led by NUIG with IGS Strategic Communications and UCL. All seven partners on the consortium took a coordinated and active role in dissemination activities over the 18 months of project implementation.

High quality internal and external communications have been fundamental to enabling PANDEM to achieve its strategic objectives. In particular, strategically and consistently engaging small groups of key stakeholders has been essential to building awareness of the project and guiding our research. This has helped us to be as informed, connected and relevant as possible.

2. DISSEMINATION STRATEGY AND APPROACH IN PRACTICE

The main objectives of our dissemination strategy were to:

- Inform and create useful dialogue with end-users and other security & health audiences and officials working on pandemic preparedness and management, in order to optimise understanding and future acceptability of project solutions;
- Disseminate the knowledge and expertise generated to the European security and health communities and beyond;
- Contribute to raising awareness among the general population regarding research and innovation in the field.

These objectives were widely achieved, as we maintained regular and constructive contact with a variety of key stakeholders throughout the project, both in person and online. This helped to ensure that our work was moving in the right direction and that a core group were aware of its progress.

As declared from the outset, we took a strategic decision to adopt a measured approach to broader public and media audiences to ensure that our project did not generate unnecessary public concern about pandemic threats. This strategy has been successful, since we managed to communicate with relevant audiences only, minimising this risk.

3. KEY DISSEMINATION TOOLS USED

3.1. Presentations and posters

These were the most specific tools used to target key audiences on a small scale throughout the project in workshops, conferences and other small-scale meetings. Summary materials presented at each PANDEM internal meeting were shared via the Basecamp online tool across the consortium in order to keep different partners up to date and ensure each was representing the project accurately in their own sphere. In addition, we shared a selection of slides from our final conference on our website for public viewing after the event.

3.2. Website

The PANDEM project website (www.pandem.eu.com) was launched early in the project with core content about the project, and was fully expanded in time for the second PANDEM workshop to contain outlines of our research areas and updates about the work of the consortium, dissemination activities and project events. In addition, at the end of the project, we presented short summaries of key work packages (http://www.pandem.eu.com/research/research-summaries/) to enable out website visitors to engage more deeply with our work without compromising the confidentiality of our full deliverables.

3.3. Social media

We established a presence on the two most appropriate social media platforms for our project purposes: LinkedIn and Twitter. Our page on LinkedIn has been used to promote the PANDEM website and to allow consortium members to add PANDEM as a work stream to their professional profiles. In addition, we established a group where consortium members, contacts and other relevant professionals could privately share news and views about trending topics in pandemic preparedness. Twitter has been our more public facing channel, allowing us to share key news in the pandemic sphere and relevant posts from the PANDEM website, as well as to follow the conversations of key influencers, fellow H2020 projects and important health, research and security institutions. We also used it to gain more attention for the final conference by livetweeting the event with photos from selected presentations.

3.4. Press releases

In accordance with our more cautious approach to communication with broader public audiences, we have issued two press releases - one after our initial workshop to raise awareness, and another at our final conference to outline overall results. These were principally disseminated to European health and security networks.

3.5. Newsletters

To ensure regular information flow to the contacts we made through events across the timespan of the project, we compiled a database of email addresses to receive newsletter updates. We also ensured that our newsletter was easy to sign up to from our website, and that previous issues were also accessible there. Our first newsletter was sent out as a research update after the second PANDEM workshop, and the second was sent to share the press release and other resources after the final conference. These were then archived on the website for future consultation (see http://www.pandem.eu.com/news/newsletter/).

4. KEY AUDIENCES ENGAGED

As part of D3.1 the consortium identified a range of important stakeholders, prioritising policy makers in pandemic management at global, EU and Member State levels.

4.1. Contact with policy-makers and influencers

We made contact with representatives from relevant EC and global institutions early in the project who have since acted as regular points of feedback for our work, enabling a useful dialogue that ensures our work is as relevant as possible.

4.2. Networking with other H2020 projects

A key part of our stakeholder analysis in D3.1 was mapping out other relevant EU-funded projects with which we could collaborate, and ensure our efforts were additive, not duplicative. A range of project partners were involved in presenting at other H2020 meetings or final conferences (EMERGE, COncORDE, PANDHUB and Reaching-Out), inputting into their work on policy (ASSET's high level policy forum) and linking with larger forums for similar projects such as the Community of Users on Secure, Safe and Resilient Societies, where PANDEM was presented in 2016 and 2017.

4.3. Conferences and academic audiences

Each partner was responsible for researching individual work package topics and for disseminating their results to relevant academic audiences. In our short project timeframe, this was mostly achieved through several oral presentations at academic conferences, such as IGS presenting at the 2016 Risk Society Conference, or NUIG presenting at the 2016 International Meeting on Emerging Diseases and Surveillance and Women in Machine Learning conference (see Annex 1 for details).

5. PROJECT DISSEMINATION EVENTS

5.1. Meetings to engage key stakeholders

The core of our dissemination activities composed of meetings throughout the duration of the project, where partners introduced the research approach, findings and invited feedback from key users, policymakers and other stakeholders. This consisted of small meetings with prominent individuals at WHO and ECDC in health and emergency departments (see Annex 1 for full details), workshops focusing on single work package issues with users such as the Swedish Defence Research Agency and WHO EURO, as well as participation in larger international meetings organised by the World Bank and other institutions, revolving around more general themes such as financing pandemic preparedness and anticipating epidemics. In total, we conducted or were part of 19 of these kinds of meetings.

5.2. PANDEM workshops and final conference

"Identifying needs and innovations for pandemic surveillance, communications and governance", PANDEM Workshop 1, February 2016

The meeting saw consortium members joined by 26 experts from 11 European Member States and the USA, with a range of backgrounds including public health, microbiology, information technology, communications, law, defence, security, insurance and crisis management. Representatives from various European Commission departments also participated in the workshop, including DG SANTE, DG HOME, DG ECHO, as well as ECDC, ensuring a broad range of inputs and perspectives.

As part of the meeting, participants were introduced to project progress to date and asked to guide and assist the consortium, ensuring that solutions identified adequately targeted and addressed the research priorities and innovations required. The needs for balance of national interests, resources and capabilities of each Member State and the promotion of synergies for multinational collaboration at the European level were emphasised.

"Integrated Solutions for Pandemic Management", PANDEM Workshop 2, September 2016

This workshop brought together 50 experts to review PANDEM research to date, and guide the refinement and prioritisation of proposals to improve pandemic preparedness and response across the European Union.

The forum convened individuals from nine Member States with expertise spanning the microbiology, information technology, defence, emergency management and serious gaming sectors, as well as crucial representatives from the European Commission's DG HOME, DG SANTE, as well as ECDC.

Three multi-disciplinary groups discussed research priorities identified by the PANDEM project around six topics including surveillance and information management, logistics, governance, communications, training and diagnostics. Discussions focused on gathering expert input on related approaches and tools from non-health sectors, strengthening cooperation for pandemic management and providing solutions that cater for a variety of user needs and experiences.

Final conference March 2017

Our final conference gathered more than 70 representatives from the European Commission, WHO, ECDC and other international bodies with stakeholders (end-users, industry, academics) from different fields (health, CBRN, security, crisis management).

Following on from the second workshop, the consortium presented our roadmap with priority solutions for the European Commission and EU member states, inviting cross-sectoral input into the tools, systems, networks and strategies being proposed. The conference was also held back to back with the Community of Users for Safe, Secure and Resilient societies, flagging the event, our project findings and the conference presentations it up to over CoU 1000 members of CoU in the crisis management, security and CBRN fields.

5.3 Disseminating the roadmap

The process of research conducted by each work package was complex, as was the process by which they fed into the roadmap proposal for a phase II project. It was therefore important to us to represent our results and ideas for the next phase in a clear and comprehensible way, which would also convey our key message of building better pandemic preparedness and response across Europe.

Therefore, we agreed on this visual representation, which aided us in focusing and summarising our conceptual framework in preparation for the final conference.

Improved pandemic preparedness & response Institutional trust, Better analytics to Managing and understanding, & inform action sharing knowledge performance · Visual Analytics driving Decision Making · Workforce Capacity and Capability Mapping · Model Legal Framework for Pandemic · Training and eLearning · Participatory Surveillance · Game Based Learning for Pandemic Readiness · Predictive Modelling Tool · Trust in Governmental and Public Health

· Diagnostics and Laboratory Services

· Cross Sectoral Networking

· Resource Planning - Resource Modelling Tool

· Risk Communications Principles in Practice

Institutions

and Simulator

5.4. Publications and project legacy

The short project timeframe of 19 months with main project results in the final 6 months has allowed only limited scope for partners to publish in academic journals. However, two articles had been published in peer-reviewed journals by project end date, see below. PANDEM's early research findings were summarised in conference publications such as International Meeting on Emerging Diseases and Surveillance and the Society for Risk Analysis Europe.

In addition, towards the end of the project, work was ongoing to continue disseminating project results through academic channels, including both comment based and full academic articles disseminating findings from surveillance, governance and communications work packages. In these ways, it is anticipated that PANDEM's work will continue to inform ongoing research and innovation.

EM Speakman, M McKee, R Coker. If not now, when? Time for the European Union to define a global health strategy. *The Lancet Global Health* 2017; 5: e392-e393

J. Duggan, C. Hayes, M. Jilani, J. Wurmel, M. Connolly. A Multisectoral Approach to Identify Innovative Solutions to Strengthen Capacity Building for Pandemic Risk Management.

International Journal of Infectious Diseases 2017; 52: 112-113

EM Speakman⁷ LO Gostin, R Coker. Can the US Model State Emergency Health Powers Act be a guide for Europe? Paper in press

E Loud, I Simpson, R Coker. Communication and trust in public health institutions during a pandemic. Paper in preparation.

E. Loud, I Simpson. Communications in a pandemic: a literature review. Paper in preparation

6. DATA PROTECTION & KNOWLEDGE MANAGEMENT

PANDEM maintained our original commitments to data project and privacy as laid out in D7.1, including data management, events policies, and anonymity principles. UCL was the data controller for the project, and the PANDEM Privacy Policy was maintained across the course of the project.

We continued to use Basecamp for file sharing and storage among consortium members, and abide by our eight enforceable principles of good practice. These are outlined in detail in D7.1.

7. CONCLUSIONS

The main purpose of the dissemination plan was to ensure all relevant stakeholders were aware of the PANDEM project, the work being done and progress being made. This has been achieved.

The project has not only built a community of end-users aware of and engaged with our work, it has also integrated this with other, existing communities in the health and security worlds.

Although we have worked on a small scale, our most important stakeholders were not only aware of our project, they were also engaged in it, contributing to our iterative process of consultation, research and dissemination.

The PANDEM project is committed to continuing the project's legacy through ongoing dialogue with the community we have made and subsequent dissemination as our work continues to be relevant to the landscape of pandemic preparedness and response.

ANNEX 1. DISSEMINATION ACTIVITIES CONDUCTED BY THE CONSORTIUM

Date	Title	Partner	Description
21 March 2017	Presentation to Swedish Civil Contingencies Agency (3)	FOI	3rd and final presentation of PANDEM to the Collaboration Platform H2020 (representing Swedish agencies).
15 March 2017	PANDEM Final Conference	All part- ners	http://www.pandem.eu.com/pandemic- preparedness-research-project-presents- recommendations-to-european-commission/
14 March 2017	Community of Users on Secure, Safe and Resili- ent Societies	NUIG	Presentation of the roadmap to the community of users in Brussels
10 March 2017	EM Speakman, M McKee, R Coker. If not now, when? Time for the European Union to define a global health strategy. The Lancet Global Health 2017	LSHTM	Commentary published in The Lancet Global Health
31 January 2017	ENCIRCLE "EuropeaN Cbrn Innovation for the maRket CLustEr" meeting	UCL	UCL presented PANDEM as a project linked to the Cluster, at the brokerage event dedicated to the topic: SEC-05-DRS-2016-2017 "Chemical, biological, radiological and nuclear (CBRN) cluster".
26 January 2017	Meeting by FoHM and NUIG to discuss PAN- DEM - CAP	NUIG and FOHM	Two partners worked on resource modeling tool PANDEM-CAP at FoHM in Stockholm
30 January 2017	Dr Denis Coulombier, Head of Surveillance and Response Unit, ECDC	NUIG and FoHM	Meeting with ECDC in Stockholm to present PANDEM and get feedback on roadmap
30 January 2017	Dr Pasi Pettinen, Head of Influenza and oth- er Respiratory Viruses, Office of the Chief Scientist, ECDC	NUIG And FoHM	Meeting with ECDC in Stockholm to present PANDEM and get feedback on roadmap
5 December 2016	Women in Machine Learning Conference	NUIG	http://wimlworkshop.org/sh_events/women-in-machine-learning-workshop-2016/
November 2016	RESISTAND project input	UCL	http://www.pandem.eu.com/pandem/
November 2016	Policy and knowledge sharing work with ASSET	NUIG	http://www.pandem.eu.com/pandem-invited-to-participate-in-asset-in/

Date	Title	Partner	Description
30 November 2016	EMERGE meeting	UCL	http://www.pandem.eu.com/facing-epidemic- threats-as-they-emerge/
11 November 2016	Presentation to Swedish Civil Contingencies Agency (2)	FOI	Presented information about PANDEM to the Collaboration Platform H2020 (representing Swedish agencies).
4-7 November 2016	International Meeting on Emerging Diseases and Surveillance	NUIG	http://www.ijidonline.com/article/S1201- 9712(16)31500-4/abstract http://imed.isid.org/
11 October 2016	Presentation to internal divisions of FOI	FOI	Presented PANDEM in the context of broader discussions on pandemic threats.
4 October, 2016	Meeting with Dr Peter Salama, Executive Direc- tor, WHO Health Emer- gencies Programme.	NUIG	Meeting in Geneva to present PANDEM.
3 October, 2016	Meeting with Dr Bruce Aylward, Assistant Direc- tor General, WHO	NUIG	Meeting in Geneva to present PANDEM. Dr Aylward is head of team leading the reform of Office for the Coordination of Humanitarian Affairs (OCHA) with the Under Secretary-General for Humanitarian Affairs and Emergency Relief Coordinator (former Special Representative of WHO's DG for West Africa Ebola Outbreak Response).
September 2016	WHO workshop	WHO	Presented the PANDEM project and matrix of research priorities for feedback in a workshop at WHO EURO in Copenhagen.
20-22 Sep- tember 2016	PANDEM Solutions work- shop	All part- ners	http://www.pandem.eu.com/pandem-works-with- european-experts-towards-turning-research-into- reality/
25 August 2016	Presentation to Swedish Civil Contingencies Agency & Vinnova (1)	FOI	Presented information about PANDEM to the Collaboration Platform H2020 (representing Swedish agencies).
20 - 22 June 2016	Society for Risk Analysis Europe Conference 2016	IGS	http://programme.exordo.com/sra2016/delegates/presentation/11/
14–16 June 2016	5th Joint WHO/Europe— ECDC Annual European Influenza Surveillance Meeting	WHO	http://www.euro.who.int/en/media- centre/events/events/2016/06/5th-joint- whoeuropeecdc-annual-european-influenza- surveillance-meeting
9 June 2016	DG SANTE Communications workshop	NUIG	http://www.pandem.eu.com/media-civil-society- and-health-professionals-in-a-pandemic-dg-sante- workshop/

Date	Title	Partner	Description
9 June 2016	Meeting with Mr John Ryan, Director of Public Health Directorate	NUIG	Meeting in Luxembourg to present PANDEM and seek input of DG SANTE's priorities to strengthen pandemic preparedness and response.
20-21 April 2016	Workshop with GOARN and Go.Data	NUIG	This took place in Geneva, with partners meeting key GOARN representatives to discuss existing IT tools for pandemic preparedness and response, as well as review PANDEM's work so far in the same area.
29 February 2016	Community of Users on Secure, Safe and Resili- ent Societies	UCL	http://www.pandem.eu.com/pandem-explores- links-with-security-world-for-policy-practice-and- research/
16-18 Febru- ary 2016	PANDEM first workshop	All part- ners	http://www.pandem.eu.com/global-health-security- experts-meet-to-assess-how-to-strengthen- europes-response-to-potential-pandemic-threats/
22-23 Febru- ary 2016	World Bank-WHO meet- ing on Financing for Pre- paredness Stakeholders Meeting	NUIG	Networking and introducing PANDEM at this World Bank meeting.
22 February 2016	Meeting with Dr Dennis Carroll, Director Global Health Security and De- velopment Unit, US Agency for International Development, Washing- ton DC	NUIG	Met in Geneva to present PANDEM and seek feedback.
2 December 2015	Meeting with Dr David Nabarro, Special Advisor to the UN Secretary Gen- eral on Sustainable De- velopment and former Special Advisor to the UN's SG on Ebola	NUIG	Met in Geneva to present PANDEM and seek feedback.
1-2 December 2015	WHO meeting on Anticipating epidemics consultation meeting	NUIG	http://www.who.int/csr/disease/anticipating_epide mics/events/informal-consultation/en/
1 November 2015	Partner mentioned in Irish media, in conjunction with PANDEM activities	NUIG	http://www.independent.ie/opinion/columnists/dan-obrien/engaging-with-the-world-is-only-way-to-tackle-growing-threats-34158942.html
29 October 2015	Policy seminar on New Security Challenges for the Multilateral Order	NUIG	NUIG participated in a panel discussion at this event in Dublin organsed by the Irish Department of Foreign Affairs and Trade.

ANNEX 2. POSTERS AND SCREENSHOTS OF PANDEM DISSEMINATION **PRODUCTS**

PANDEM Website



HOME

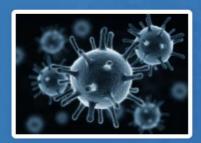
ABOUT PANDEM

NEWS

RESEARCH

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ABOUT PANDEM



The aim of the PANDEM project is to identify innovative concepts to strengthen capacity-building for pandemic risk and emergency management in the EU.

Read More

RESEARCH



We are identifying current best practice, user needs and research priorities in core areas of risk assessment, surveillance, communication and governance.

Read More

CONSORTIUM



The consortium is a diverse group of experts with complementary expertise and knowledge involved in Pandemic Risk and Emergency Management.

Read More



HOME

ABOUT PANDEM

NEWS

RESEARCH

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DISSEMINATION

Our consortium partners are constantly engaging in **networking and dialogue** with users and stakeholders, with

raising awareness, sharing and using knowledge generated by the project.

Find out more about our previous project events and dissemination activities so far via the links below.

EVENTS

NEWSLETTER

Dissemination activities



Project events



D7.2 Dissemination Activities



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HOME ABOUT PANDEM NEWS RESEARCH

Research Summaries

Edit



Here you can find summaries of the three main PANDEM research deliverables, covering our key findings across surveillance and diagnostics, communications, and law and governance.

WP2 research summary - surveillance, risk assessment and diagnostics.

WP3 research summary - communications.

WP4 research summary - governance, law and human rights.

Want to learn more about where these deliverables fit within the wider project? Click here



PANDEM Posters

5 December 2016

Women in Machine Learning Conference NUIG





Decision Support System for Pandemic Management

Andrea Yañez ndrea.yanez@insight-centre.org





Introduction

Countless infectious diseases continue to affect the world. Epidemic isn't a new threat to human security. However, globalization has changed the rules, allowing for a faster and broader spread and increased risk to become a pandemic.



To face these problems, the European Union has been continuously dedicated to establish strategies, identify and provide solutions in response to pandemic risk and emergency management.

In order to improve and update the current mechanisms, the Pandemic Risk and Emergency Management (PANDEM) project was created.

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Research Challenges

Provide Decision Support to speed up the reaction in a pandemic situation.

Main challenges:



Data Integration and Summarization.



Interactive data visualization.

We are at an initial stage of assessing current practice to define requirements.

Proposed Solutions

Data Integration and Summarization

The combination of both **official sources** and **non-official sources** of data, has the potential to help monitor outbreaks and disease risk.

Data sources

Features	Official Sources	Non-official Sources
Examples	Government, WHO	Social media, News
Cost to Access	• High	• Low
Timeliness	• Sometimes	• Yes – Sometimes in Real-time
Verified	• Yes	• No
Explicit	• Yes	• No

Integration and Summarization



Data units from sources (e.g. microblogs, official alerts).



Filter to remove non-health related data.







Cluster according to keywords and topics.

Interactive data visualization

Decision Support Tool: Views describing the current state of the epidemic to support the decision making process.

Simulator: Views of the impact of interventions/decisions (such as, vaccination), over the evolution of the epidemic in a simulated environment. Uses real data and epidemiologic models.



14-16 June 2016

5th Joint WHO/Europe-ECDC Annual European Influenza Surveillance Meeting WHO



Connolly MA, School of Medicine, National University of Ireland Galway, Anders Tegnell, FoHM, Caroline Brown, WHO Regional Office for Europe, Darina O'Flanagan WHO consultant

On behalf of the PANDEM consortium'

www.pandem.eu.com

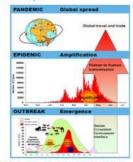


Building capacity in the EU for the next pandemic

Pandemics have had a major impact on the health and security of human populations for millennia. Diseases such as plague, cholera, smallpox and influenza have led to millions of deaths over the centuries. With the convergence of risk factors driving disease emergence, amplification and dissemination of pandemic prone pathogens, emerging diseases pose a greater threat to mankind now than ever before. In response to this threat, the EU is funding research on building pandemic management capacity in Member States. This research will also support the EU and Member States in implementation of EU Decision 1082 which provides new legislation to streamline and strengthen EU capacities to respond effectively to serious cross border threats to health.

Objective of PANDEM Project

PANDEM - Pandemic Risk and Emergency Management is a H2020 project identifying innovative concepts to build capacity for pandemic management in the EU. By analysing current threats, assessing tools, systems and practice at national, EU and global level, the project is identifying gaps, improvement needs, research and innovations required. Three core areas are being addressed - communications, surveillance and governance. Specific attention is being given to enhancing capacity for cross border risk assessment, response and recovery.

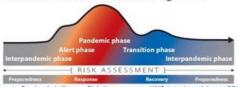


Source: Ryan M., Fomenty P. World Health

Consortium Partners

- National University of Ireland, Galway (NUIG)
 World Health Organization Regional Office for Europe
- London School of Hygiene and Tropical Medicine (LSHTM)
- Université catholique de Louvain (UCL)
- IGS Strategic Communications (IGS)
- Public Health Agency of Sweden (FoHM)
 - Swedish Defence Research Agency (FOI)

Phases of Pandemic Risk Management





PANDEM Work Approach

PANDEM is reviewing and assessing the communications, surveillance and governance needs of the EU and Member States to support effective pandemic preparedness and response. Training priorities will be identified and potential innovations including virtual reality simulation games will be explored to build capacity of users in the health, emergency management and security sectors.

Surveillance Work package

Key surveillance challenge - to deliver the relevant information based on epidemiological and microbiological data to the right users at the right time. Gaps identified will indicate potential solutions and demonstrator concepts

Objectives

- Conduct a comprehensive threat analysis and develop pandemic scenarios
- · Assess current systems and practices for surveillance and risk assessment at national, EU and global level identifying best practice for pandemic preparedness and response
- Review current diagnostic technologies and identify requirements for innovative solutions

Methodology

- · In-depth interviews with surveillance experts
- Case studies; Laboratory questionnaire

• Expert workshop in Brussels

This project has been funded under the Horizon 2020 Secure Societies Programme (H2020-DRS-2014/2015) under the topic: Crisis management 4:
Feasibility study for strengthening capacity-building for health and security protection in case of large-scale pandemics - Phase I Demo. (Grant Number: 652868).

ers FoHM, Dr Göran Bucht FOI, Prof Rich d Coker LSHTM. Prof Máire Co Pietle UCL, Mr Iain Simpson IGS, Ms Liz Speakman LSHTM, Dr Anders Tegnell FoHM, Dr Olga Vybornova UCL, Dr Judith Würmel NUI Galv

PANDEM Newsletters

Issue 1



Dear colleagues,

The past 16 months have been an exciting time for the PANDEM consortium, as we have pursued our research and networking. In a fast-changing world where outbreaks seem to be emerging more frequently than ever, the value of our work to find ways to strengthen pandemic planning and response has been reaffirmed many times over.

In this newsletter you can read all about our recent project developments, as well as news from across the landscape of pandemic preparedness and response.

Connect with PANDEM:







Full version here: http://us14.campaign-archive1.com/?u=12078c3c201e7db8c36fe25df&id=2b8ded693f&e=%5BUNIQID%5D

Issue 2



Dear colleagues,

Yesterday we held our final conference in Brussels, back-to-back with the Community of Users for Safe, Secure and Resilient Societies. Our consortium presented findings from the 18-month phase 1 PANDEM research project, covering good practice, research needs and priorities across surveillance, governance and communications for pandemic preparedness and response.

A big thank you to everyone who attended for your questions and contributions, which made for productive discussion. Special mentions must go to Philippe Quevauviller from DG HOME and Josep Jansa from ECDC for updating us with vital EU context for the future of pandemic preparedness and response, as well as to the PANDHUB, COncORDE, EMERGE and Reaching-Out projects for introducing their related work areas.

Full version here: http://us14.campaign-archive2.com/?u=12078c3c201e7db8c36fe25df&id=72cf02238b&e=%5BUNIQID%5D