

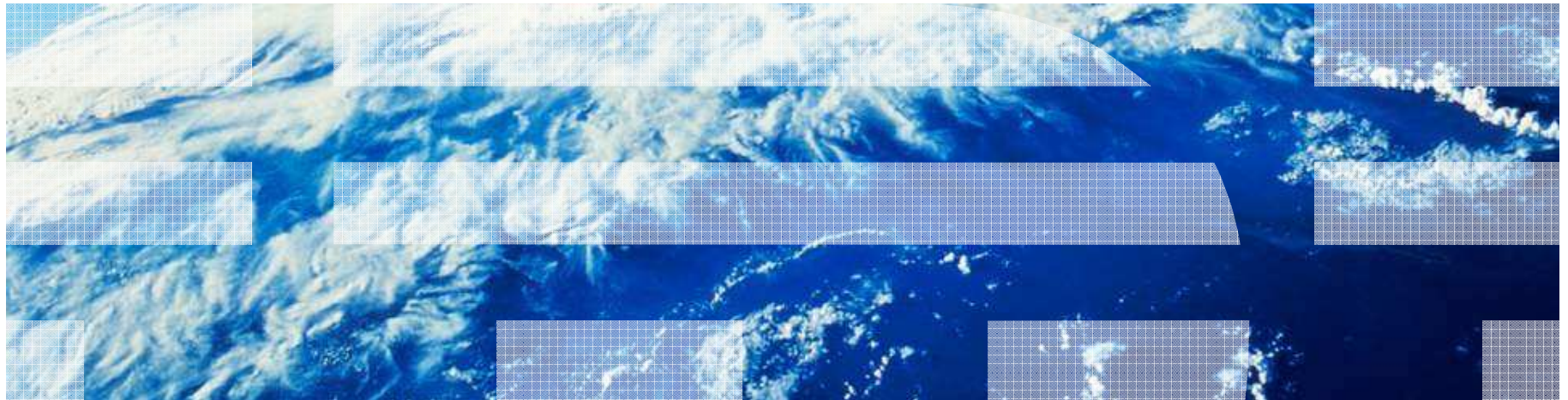
# Smarter Healthcare

**Transforming patient value, outcomes and sustainability**

IBM Value Proposition – Client References

Iva Todorova, Governmental Programs Executive, IBM Bulgaria

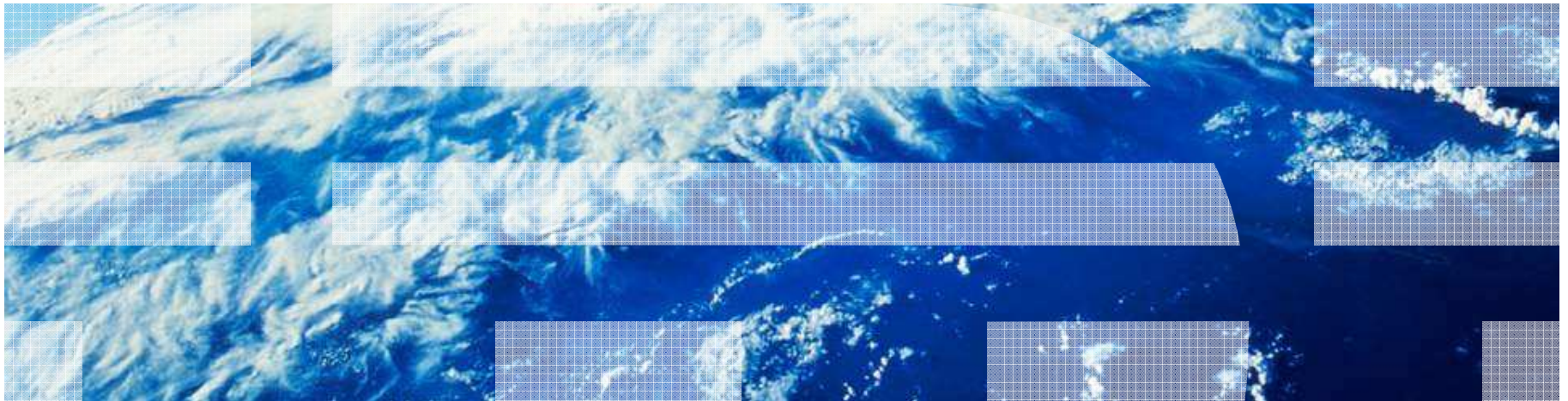
AmCham, Healthcare Committee Meeting, **June 4th /Wednesday/, 2014**



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Its not about software hardware networks or any  
other technology issue

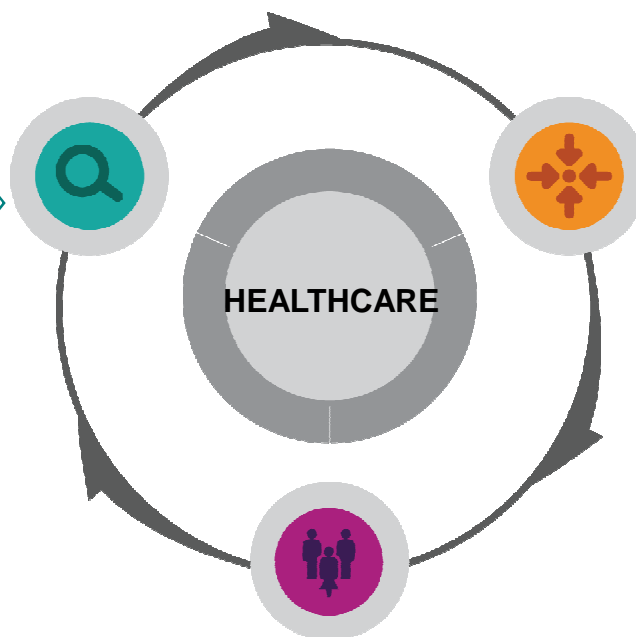
Rather Integration, Expertise, Depth and Breadth  
of Skills and Process Excellence



## IBM helps health care organizations transform clinical and business operations to become “best in class”

### IMPROVE OPERATIONAL EFFECTIVENESS

Building flexibility into operations to support cost reduction and excellence in clinical and business performance and practices.



**DELIVER COLLABORATIVE CARE FOR PREVENTION AND WELLNESS**

**ACHIEVE BETTER QUALITY AND OUTCOMES.**

<http://www.youtube.com/watch?v=D07VJz0uGM4>

<http://www.youtube.com/watch?v=1X5agzCsXEI>

<http://www.youtube.com/watch?v=cs6rVt8kAuo>

## Swedish Medical Center

### Leading healthcare system taps IBM to build its world-class data center

#### Business challenge

Swedish Medical Center had **launched a US\$120 million clinical information system** that involved transitioning from paper-based medical records to **electronic records**. They quickly realized the existing IT environment could no longer keep up with its evolving needs. The client sought a solution provider that could help it extend its existing infrastructure while offering the flexibility the organization needed to meet evolving demands.

#### Solution

The Swedish Medical Center engaged IBM to design and construct a 6,000 square-foot, world-class data center and brought it online in less than 12 months. IBM created a highly available communication network, coupled with the hospital's redundant network, and built a state-of-the-art network operations center to minimize downtime.

#### Benefits

- Improves the ability to focus on providing top-notch healthcare services
- Enhances quality and speed of medical services and provides noticeable financial savings
- Monitors IT operations more closely, 24x7

*“I would never have wanted to attempt this type of project without IBM and its leadership.”*

*— Janice Newell, chief information officer, Swedish Medical Center*



## Masarykuv Onkologický Ústav (MMCI) Oncology center improves patient safety when it implements an RFID solution

### Business challenge

MMCI needed to **enhance the safety of patients and staff** around a highly **dangerous cytostatic agent medicine**. They sought to speed access to the information needed to record the details of patient treatments and to better trace hazardous medicines.

### Solution

Built a first-of-its-kind solution that integrates the client's existing Stapro Medea **pharmacy system with hospital information systems and deploys an innovative RFID solution** that leverages IBM solutions to perform RFID data capture, filtering, correlation and delivery for multiple types of RFID devices.

### Benefits

- Significantly **improve the accuracy and efficiency with which it traces drug agents**, thereby enhancing patient and staff safety as well as reducing administrative time and costs.
- **Traces every process step on an individual ampoule level** from the time an infusion bag is prepared to the time the medicine is delivered to a patient.
- Information made available by the IBM solution helps increase patient and staff safety and significantly reduces risk associated with treatment.
- RFID system enables final identification of the patient and the attending nurse before the drug is administered.

*"The IBM RFID solution allows us to go beyond tracking medicines, especially cytostatics, to identify and administer processed therapies and continually improve our ability to eliminate the possibility that a preparation mismatch will harm a patient."*

*-- Dr. Rostislav Vyzula,  
managing director, Masaryk  
Memorial Cancer Institute*



## Merge Healthcare

Provides doctors with easy access to medical images, even from a smart phone

### Business challenge

To view medical images, doctors traditionally either require film or sophisticated equipment capable of handling large downloads (typically found only in medical facilities). Merge Healthcare sought a way to take advantage of the proliferation of smart mobile devices with high end graphical interfaces to bypass the need for specialized image-viewing systems.

### Solution

Using IBM, Merge Healthcare developed technology that **enables medical professionals to view medical images—such as X rays, computed tomography scans and MRIs—via wired and mobile devices**, including laptops, smart phones and Web-enabled PDAs. The company's new technology can help medical professionals **quickly view emergency cases, consult with colleagues or forward critical images to specialists worldwide**.

### Benefits

- Allows doctors not physically on site to lend their expertise and provide medical assistance—a breakthrough for the medical profession
- Enables the client to provide customers with software functionality that differentiates their product from those of their competitors
- Saves time by facilitating prompt access to medical imaging data—enabling faster response to critical situations

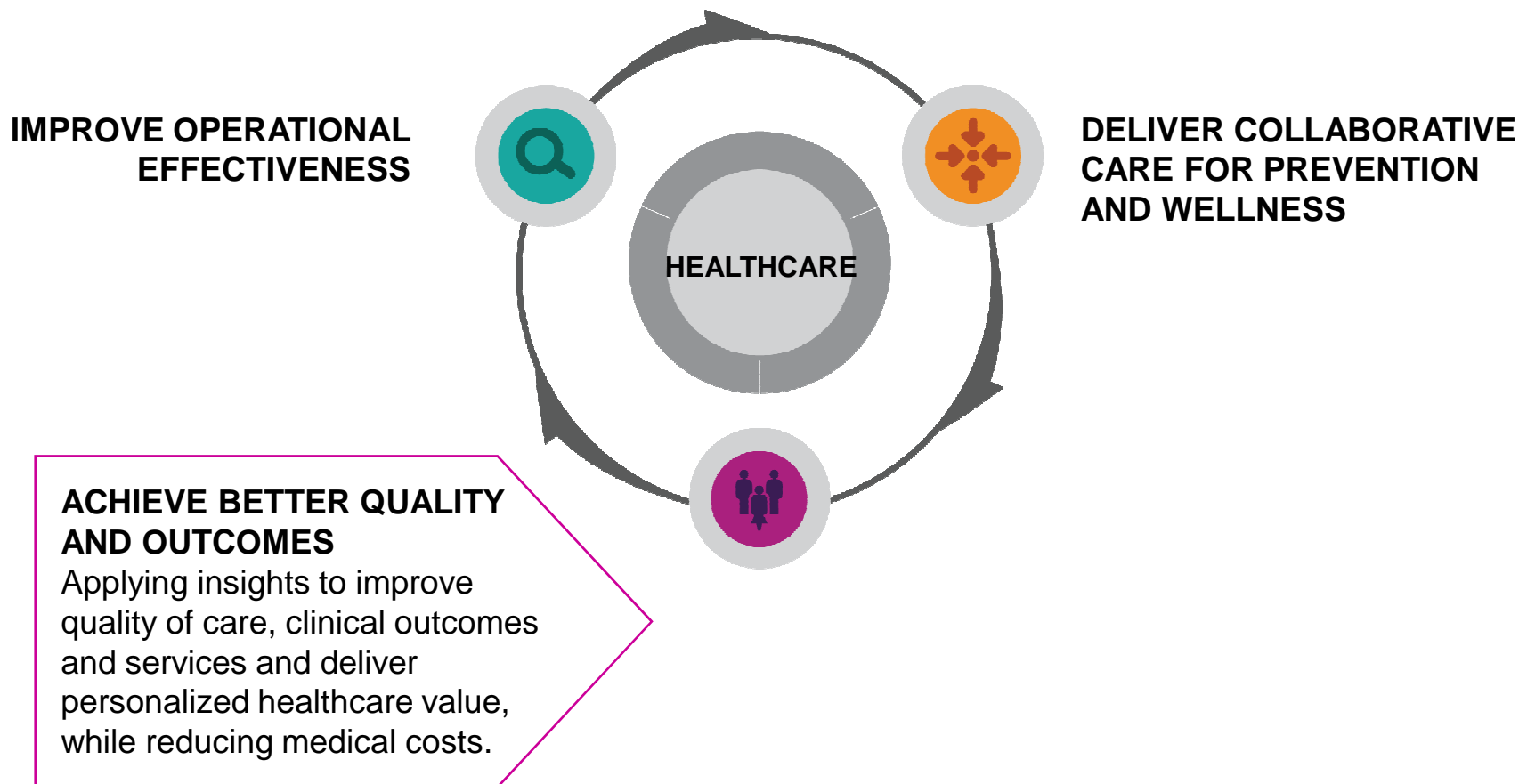
*“By working with IBM, we’ve been able to design a solution that places more information in the physician’s hands.”*

— *Peter Bascom, senior VP, engineering, Merge Healthcare*



MERGE™  
Healthcare

# IBM enterprise health analytics solutions help to improve quality, disease management, prevention/wellness and public health



## Geisinger Health System

### First-of-its-kind clinical decision intelligence system

#### Business challenge

Geisinger Health System sought to **improve its electronic health record systems**, allowing the healthcare group to organize information and **integrate real-time clinical data with medical history information**. An integrated solution providing increased clinical insight would help identify clinical trends, best practices and ultimately, improve patient care.

#### Solution

IBM implemented a Clinical Decision Intelligence System (CDIS) Solution. This first-of-its-kind system leverages the health system's wealth of clinical data derived from its decade-long use of one of the industry's most advanced electronic health record systems. The CDIS, which **utilizes open standard based technology, will serve as the foundation for Geisinger's integrated clinical, financial, operational, claims, genomic and other medical data in a format that allows for rapid analysis and reporting** of vital insights from millions of patient encounters.

#### Benefits

- Consolidates information to provide a comprehensive patient view including complete medical history
- Provides a massive storehouse of clinical information, procedure and research to quickly assist doctors in providing best practice care
- Amount and diversity of medical information can be the basis for innovative medical research, treatments and life-saving breakthroughs

*“Building upon our electronic health record experience, our work with IBM now sets the stage for Geisinger to expand its role as a national model for patient engagement, research, and education, as well as leading to business and growth opportunities for the System.”*

*— Glenn Steele Jr., MD, PhD, president and chief executive officer of Geisinger Health System*





## BioGrid Australia (led by Melbourne Health)

### Drives improved patient care by opening up access to research data

#### Business challenge

Melbourne Health, a health network in Australia, was **looking to drive improved patient care outcomes by opening up access to research data** to bolster its research efforts. Previously, as each new physician began a study, they recorded their findings locally, making it difficult for colleagues to share research—especially for colleagues at different hospitals. Wanting to increase the quality of care that it could deliver, Melbourne Health began looking for a means to better share its research data.

#### Solution

With help from IBM, Melbourne Health launched a research initiative that enables **users to pull data from various hospital systems to analyse and compare roughly 25 million medical records**. IBM established a **virtual repository for federate patient and clinical data residing across hospital databases and public data sources from across the globe**. Researchers can now compare their findings across multiple studies to analyse disease patterns and compare complex treatment interactions. This research initiative has now become a not-for-profit organisation, BioGrid Australia.

#### Benefits

- Yields greater insight from research studies by enabling staff to increase average sample size from 250 patients to 1,000 patients
- Equips physicians with complex analysis tools that help them choose more effective treatment plans for patients
- **Establishes BioGrid Australia (led by Melbourne Health) as a clear research leader, with 20 hospitals and research organisations as members.**
- Ability to secure research funding

*“Researchers can stratify collaborative research data in a way that was impossible before. We’ve obtained AUD2.2 million in research grants from Australian health organisations as a result.”*

*— Robert Merriel,  
director, business  
development, Melbourne  
Health*



## Guang Dong Hospital of Traditional Chinese Medicine Improves patient care with unified treatment plans and more accessible records

### Business challenge

The Guang Dong Hospital of Traditional Chinese Medicine could not easily share medical information between departments or hospitals because of independent records management processes. Routinely, when patients transferred between branches, they would have to repeat medical tests since their records could not transfer with them. The hospital wanted **to deploy an electronic, patient-centric records system that could offer access to a patient's medical data, regardless of location.**

### Solution

Together with the Ministry of Health and IBM Research, the hospital deployed CHAS, **Clinical and Health Records Analytics and Sharing, an intelligent information management system that consolidates medical data from a number of systems into a single record that can be easily shared.** These records, are then tagged **with standardized terminology**, allowing users to leverage the solution's semantic capabilities to quickly sort through data and identify patterns.

### Benefits

- **Eliminates process redundancies and boosts the availability of medical data**, leading to better, more timely patient care
- Boosts the efficiency of research efforts by streamlining reporting and data analysis processes
- **Enables information sharing and collaboration with a standardized records system** across departments and eventually with other healthcare facilities

*“We are committed to maintaining exacting standards, and IBM's CHAS technology is helping us to do just that by moving us away from siloed, antiquated systems in favor of integrated, patient-centric processes.”*

*— Mr. Lv Yubo, President,  
Guang Dong Hospital of  
Traditional Chinese  
Medicine*



## Thy-Mors Hospital

### Three-dimensional models of human anatomy help speed diagnoses and treatments

#### The Need

Thy-Mors Hospital needed to more efficiently provide physicians with patients' medical data in a more holistic, all-encompassing format. The hospital treats many patients a year and they struggled to balance the needs of the patients with the demand for its services. While the hospital had embraced the trend of **deploying an electronic health information system**, this practice was not proving to be sufficient.

#### The Solution

Thy-Mors Hospital pursued a joint research project to develop and test a first-of-a-kind patient records system with the IBM Research laboratory in Zurich, Switzerland and the Danish IBM Healthcare Division ACURE. **The solution centralizes patient information into a single interface using a three-dimensional model of human anatomy to navigate patient records.**

#### What Makes it Smarter

- **Improves patient care using an “avatar” or map of the human body for medical staff to easily navigate an electronic patient file**
- Simplifies access to electronic health information by combining medical data with a visual representation
- Helps deliver and explain treatments to patients easier and faster by focusing solely on medical data relevant to current diagnostic efforts

*"The IBM tool gives me a fantastic, graphic view of the patient's status. I can see much more information than just what the patient tells me is bothering him or her that day -- information for which I would otherwise have to spend considerable time searching through our current records system."*

*Dr. Hardy Christoffersen,  
Thy-Mors Hospital*

**SYGEHUS THY-MORS**

## Institut Català de la Salut (ICS)

### Taking a holistic approach to healthcare management with IBM and SAP

#### Business challenge

ICS is the largest healthcare provider in Catalonia, Spain. Coordinating **both medical and support activities among its eight hospitals was a complex challenge**, with separate, isolated systems for both operations and medical management.

#### Solution

With help from the IBM, ICS implemented a suite of SAP ERP applications. The combination of SAP ERP for general business management and SAP for Healthcare provides a comprehensive range of integrated systems for ICS, where it is possible to control all operational processes from within a single environment.

#### Benefits

- Savings on purchasing costs alone have produced an immediate 100 percent return on investment.
- **Doctors at any hospital can access complete patient charts and records, enabling them to diagnose and prescribe more easily**
- Patient safety is improved with end-to-end process management technology that mitigates human error

*“This is something we could never do before – gain insight into how our healthcare-related processes interact with our operational and financial processes.”*

*— Lola González, Chief Financial Officer, Institut Català de la Salut*

## Rizzoli Orthopedic Institute looks for genetic insights in the family tree combining information in new ways to fight hereditary disease



### The Need

Italy's Rizzoli Orthopedic Institute – a research hospital whose Medical Genetics Unit specializes in rare hereditary skeletal diseases – sought stronger **tools to study the genetic underpinnings of inherited bone diseases.**

### The Solution

Rizzoli engaged IBM Research to develop a first-of-a-kind pedigree **analytics platform that integrates clinical and genomic data, medical images and family history into a powerful, open research tool** – an SOA-based medical imaging repository to which new analytical services, content sources and research partners can be easily and cost-effectively connected.

### What Makes it Smarter

- Identifies **“cluster” patterns within family trees**, yielding an unprecedented ability **to target genetic diseases and guiding deeper investigation by researchers into the development of more effective, targeted treatments**
- Enables more accurate determination of hereditary disease risks and provides a more informed basis for disease screening, helping reduce unnecessary tests
- Facilitates reduction in physician errors

*“With IBM experience and technology, we’re positioning ourselves to gain new insights into how we can treat hereditary diseases.”*

*— Luca Sangiorgi, manager,  
Medical Genetics Unit,  
Rizzoli Orthopaedic Institute*



## Transnational agency for the prevention of infectious disease

Leveraging intelligence and predictive capabilities to help prevent disease outbreaks

### Business challenge

This agency wanted to enable its member organizations to more rapidly assess and communicate potential disease outbreaks. Its paper-based, time-consuming method of compiling and analyzing data inhibited the speed and accuracy of multinational reporting of critical health concerns. To minimize the threat and impact of diseases, the organization needed a more efficient way to share data.

### Solution

Working with IBM, the agency **deployed an information exchange platform that offers near-real-time access to disease data**. Built on the Public Health Information Affinity Domain, the solution grants access to local and international disease data while complying with national privacy and security requirements. With this data, users can forecast and analyze health risks, allowing more time for hospitals and countries to prepare for potentially disastrous disease outbreaks.

### Benefits

- Helps the organization **protect public health and respond to potential outbreaks more quickly, even across geographies or political lines**
- Improves analysis and decision-making processes and simplifies collaboration efforts among geographically dispersed members
- Provides precise access and management controls that can be customized to accommodate national and international standards

*“Thanks to IBM, we can keep our members more informed regarding current health trends, and, with this information, we can help prevent and minimize the risk of future outbreaks.”*

*—Transnational agency for the prevention of infectious disease*

## Oswaldo Cruz Foundation (Fiocruz)

### Grid computing helps biologists create huge repository of protein information

#### Business challenge

The Oswaldo Cruz Foundation (Fiocruz) is one of the largest and most prominent biomedical research institutions in Latin America. The Foundation needed to use a grid computing system to gain the necessary processing power **to compare a massive amount of genomic information.**

#### Solution

The Fiocruz Genome Comparison Project performed a complete **pair-wise comparison between all predicted protein sequences from complete genomes**, obtaining consistent similarity indices that will be used, together with standardized gene ontology, as a reference repository for the annotator community, providing an invaluable data source for biologists.

#### Benefits

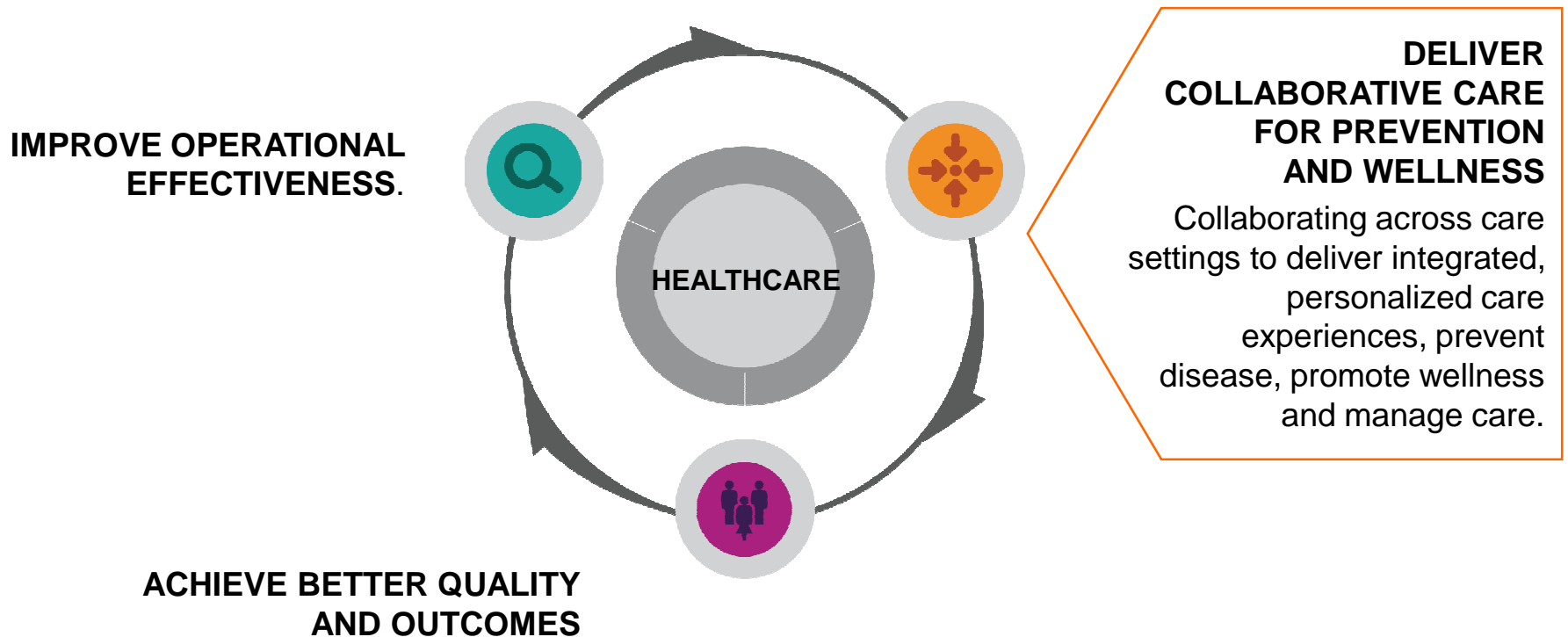
- The Genome Comparison Project will, for the first time, produce a consistent database of pair-wise comparisons of protein sequences, contributing to functional annotation and better knowledge about genome evolution
- The project will help researchers to understand how **to devise better drugs, vaccines and improved diagnostics to combat diseases**, and to study host-pathogen interactions

*“This information, available to the larger scientific community, can play a critical role in the development of better drugs and vaccines, and improved diagnostic procedures.”*

*— Wim M.S. Degraeve,  
Ph.D, PMP, Pesquisador  
Titular, Oswaldo Cruz  
Foundation (Fiocruz)*



## eHealth and collaborative care solutions provide extensive capabilities to enable patient-centered prevention and wellness care





## American Hospital Dubai

### Transforming clinical care and business functions

#### Business challenge

As one of the leading healthcare facilities in the Middle East, American Hospital Dubai (AHD) has always been at the forefront of implementing new healthcare standards and innovations. The hospital had decided to implement an integrated **Healthcare Information System (HIS)** to enhance its customer service, patient care and academic research, and sought a **partner to provide strategic direction, as well as program and change management, to facilitate the implementation of the HIS.**

#### Solution

The American Hospital Dubai (AHD) has engaged IBM to provide Project Management Services and to implement a Change Management Program to assist in the Healthcare Information System (HIS) implementation. This project enables AHD to have an Electronic Medical Record (EMR) that will provide secure, real time online access to patient information at various point of care. The HIS provides a significant opportunity to enhance the delivery of healthcare for the community of Dubai and surrounding Gulf States.

#### Benefits

- Provided AHD with a **strategic roadmap for the HIS implementation**
- IBM's Change Management Program will proactively facilitate the integration of the new technology associated with the healthcare information system implementation

*“IBM Healthlink’s strong track record and capabilities in the health sector made IBM the logical choice to provide Project Management and Change Management Services when AHD embarked on the HIS implementation.”*  
*Richard Larison, CEO,*  
*American Hospital Dubai*



Delivering better health in the Middle East

## Shanghai First People's Hospital

### Dynamic records management improves patient care

#### Business challenge

Shanghai First People's Hospital **needed to integrate its multiple hospital records into a Master Patient Index, with a single record for each patient.** The hospital needed help resolving identity duplication and identification issues arising from the challenge of Chinese double-byte characters and the use of multiple names and aliases within the Chinese society.

#### Solution

IBM Global Business Services was engaged to help the hospital to clean and standardize patient records, match the patient records and other data, and to remove duplications of data. The IBM team thus proposed an Identity Resolution and Matching Solution, IRMS, to tackle the problems of identity resolution. IRMS eliminates duplicate and erroneous information, and conjoins records of the same identity, so a trustworthy large-scale identity repository can be built up.

#### Benefits

**All data in 1.9 million records has been standardized, and about a half million duplicate pairs of records have already been identified** - The hospital will be able to decrease costs through improved operational efficiency, defect prevention and regulatory compliance

*“As a result of the IRMS system, the hospital’s Master Patient Index will enable the hospital to improve patient care through the integration of patient records and by ensuring that all historical care information on each patient resides in one record.”*

*Hua, YU, Shanghai First People’s Hospital*

## Extremadura Regional Government of Spain

### Enabling smarter healthcare with electronic prescription management

#### The Need

Electronic prescriptions make it easier for patients and doctors to monitor and control treatment. They also improve the quality of care as doctors have up to 30% more time for patient consultations, according to Extremadura Health Service.

#### The Solution

The Extremadura Regional Government of Spain and IBM have launched **an electronic prescription system in more than 400 primary care centers and 680 pharmacies**. Health centers and pharmacies are now computerized and able to prescribe and dispense prescription medications electronically.

#### What Makes it Smarter

- Each patient's electronic record can be accessed and updated from any primary health center in the region.
- Doctors, patients, pharmacists and insurers can share information seamlessly and efficiently
- Moves the healthcare system away from paper records in order to reduce medical errors and improve efficiencies

*“Electronic prescription services are not just efficient, avoiding up to 30% of outpatient visits in Primary Care motivated by administrative procedures – they are more secure and increase quality of care.”*

*— Ceciliano Franco, Ph.  
D. Chief Executive Officer.  
Servicio Extremeño de  
Salud ”*



## Implanet

### Launching a new business with innovation and technology

#### Business challenge

Implanet wanted to **launch a new business as a supplier of hospital surgical implants**. The plan was to use RFID technology and a customer portal for traceability throughout the full supply chain, from manufacturer to patient. Implanet **had 12 months to define a product set, build a supply chain, gain EU and ISO certification, and build the business and technology infrastructure to be fully operational**.

#### Solution

Implanet partnered with IBM to co-create a new line of business leveraging industry expertise and IBM technology. We jointly defined requirements and implemented an integrated supply chain system to drive the customer service and back office systems. Implanet has visibility to customer demand and automated warehouse and inventory operations using RFID technology to ensure full ‘track-and-trace’ capability required to meet EU regulations

#### Benefits

- Ability to deliver seamless messaging, programs and customer experience across all channels
- Increased revenue from “browse to buy” conversion rates
- Increase in customer satisfaction through richer, more informative pre-purchase support

*“As a start-up, we needed to get to market as rapidly as possible. We set ourselves a limit of 12 months to become fully operational....”*

*– Emmanuel Grenier,  
Information Systems,  
Implanet*



## U.S. Department of State – Pakistan Telemedicine Initiative

### Telemedicine brings doctors to remote patients via the Internet

#### Business challenge

Pakistan has almost 179 million people, but more than 75 percent live in remote villages with limited access to healthcare. In the remote village of Attock, there are only 16 primary-care doctors and no specialists. If a villager needs specialized care, he or she often cannot afford the trip to the larger hospital in Rawalpindi. As a result, ailments that aren't emergencies are ignored, often for years.

#### Solution

**IBM is working with the U.S. State Department on a telemedicine project that has enabled medical specialists to treat patients in remote areas of northern Pakistan.** The project uses WiMAX wireless broadband technology, videoconferencing, and the Internet to connect a main hospital with a remote facility in Attock.

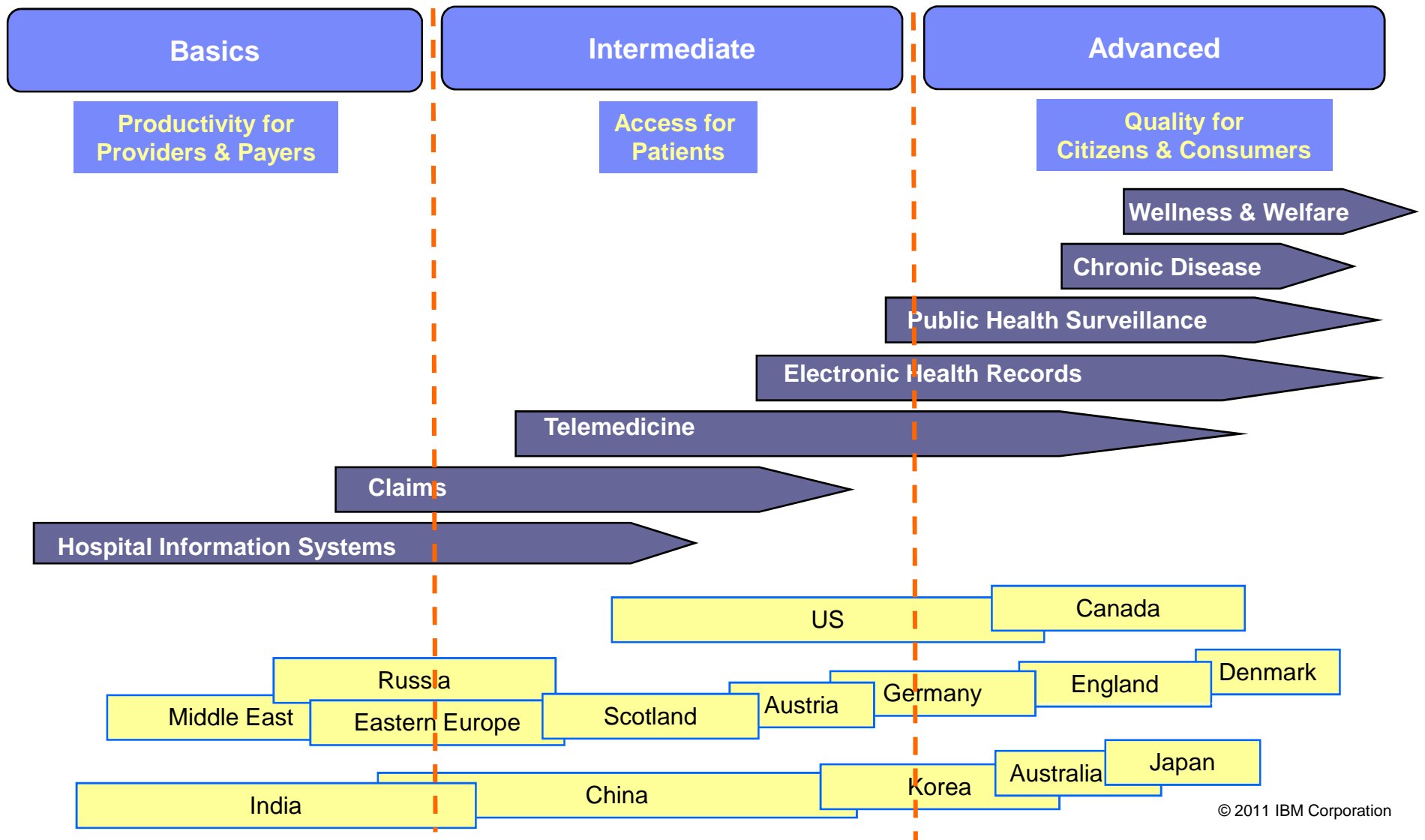
#### Benefits

- **Moving information instead of people**, it gives people in remote areas access to care without traveling and incurring large costs
- Without the telemedicine solution, many easily treatable diseases would continue to go untreated
- Enables access to help from medical experts at some of the most elite medical institutions in Pakistan and around the world

*“Under this public-private partnership, we hope to demonstrate how technology and Internet-based connectivity can significantly improve the quality of life for people in remote locations.”*

*— Ferial Saeed, Deputy  
U.S. Coordinator &  
Office Director for  
International  
Communications &  
Information Policy.*

# Different Countries are at Different Stages of eHealth Evolution Path



## European Polices and Trends

### **EU Policy background: EU is a driver of e-Health in Europe**

- Healthcare remains a strictly national prerogative and EU's role is limited to encouraging cross border cooperation and coordination. eHealth is one of the few niches where the EU has been able to adopted relatively far-reaching policy measures aiming to drive cross-border movement of people and services. Accordingly, the European Commission is developing policy initiatives to encourage eHealth technologies adoption across the EU.

These are mainly reflected in two “flagship initiatives”

1. **The Digital Agenda** which includes actions and goals towards a sustainable and ICT-based supported healthcare: “eHealth Mandate’ - the Commission is to work with stakeholders to:

- undertake pilots to equip Europeans with access to their medical data online by 2015 and achieve widespread deployment of telemedicine services.
- Foster EU-wise standards, interoperability testing and certification of ehealth systems by 2015 through stakeholder dialogue.

2. The Innovation strategy which introduces the concept of a pilot **European Innovation Partnership on active and healthy ageing**, launched in 2011.

- Member States have set up a "eHealth Governance Initiative" in parallel to help shape the eHealth political agenda at EU level with specific focus on interoperability.

## European Polices and Trends

Implementation is the problem:

- Whilst over 22 countries have explicit eHealth strategies:
- out of 17 countries plan complete EHR and interoperability, none have implemented this plan,
- out of 16 countries which have planned e-prescription, 3 have made it a reality.

Challenges and pitfalls in implementing e-Health:

- program ownership, often technology or interest groups led projects which are not aligned with where the decision are made in healthcare
- timeline: benefits from technical projects comes in several years rather than few months, which is often not compatible with the political cycles.
- local conditions, e.g. balancing central and local motivation, priorities and funding.
- adapting to change, e.g. successfully communicating changes, training staff and ensuring that projects do not become IT projects, but really clinical-led projects aimed at improving working ways.
- measurement, e.g. establishing baseline measurements and agreed success metrics.
- overall management: it is difficult to design, develop, and manage complex, multi-user, multipartner, multi-site, multi-jurisdictional e-health projects



## European Polices and Trends

- **IBM's EU Policy agenda on Healthcare:**
  - eHealth Action Plan II- IBM's engagement at EU level is key as this plan will affect national and regional eHealth project for the next decade. We have engaged in the related public consultation directly and through our industry associations COCIR and Continua.
  - Flagship Active and Healthy Ageing European Innovation Partnership pilot started June 2011
  - Standards & interoperability: EU mandates European standards organisation to draw up eHealth data standards for patient records. EU pilots set framework for further cross-border roll out and guidance for eHealth adoption in Member states.
  - IBM promotes global standards adoption, emphasizes role of unified patient identification and need of MPI (Master Patient Index) systems as pre-requisites for interoperability.

## European Policies and Trends

- **By 25 October 2013**, MS had to transpose into their national law the **Directive on the application of patients' rights in cross-border healthcare**. The Directive is important in 2 ways: first, it will improve the cooperation between MS on **interoperable eHealth tools**, and secondly, citizens will benefit from better healthcare services.
- November 2013, **at the 4th eHealth Network** meeting in Brussels, the EU member states adopted guidelines to make it possible **to share basic health information across borders with the aim to improve patient safety**. This means that patients will have the possibility to access a summary of their electronic health records (**basic administrative data and medical info**) when visiting another EU country. This is an important step towards promoting **international cooperation** and **wider interoperability** among various health systems across EU.
- In the beginning of this year, the European Parliament has endorsed the **eHealth Action** (2014-2020) plan which aims to **remove barriers to the full use of digital solutions in Europe's healthcare systems**. It is focused on supporting **research, development and innovation**, promoting **international cooperation** and achieving **wider interoperability** of ehealth services. The global eHealth market is set to grow **to €17.5 billion a year by 2017**.
- **Denmark (66%), Estonia (63%), Sweden (62%) and Finland (62%)** are the top performing countries for eHealth uptake in hospitals. In the near future, **ICT** is expecting to more contribute by providing European citizens with better and cheaper services for health and to empower users to better manage their health.

The EU has funded over the years a number of interoperability projects (e.g. epSOS) to tackle this challenge. Nevertheless, to move from the pilot phase of a project to its large scale deployment can sometimes represent an issue. **Expanding Health Data Interoperability Services (EXPAND)** aims to fill this gap between piloting and deployment. **The initial focus of EXPAND will be to secure the epSOS pilot services or similar services from other mature pilot projects, up to the launch of the Connecting Europe Facility (CEF) and foresee a proper handover to it.** It is intended to be concluded in **December 2015**. More details will be discussed during the **eHealth Forum in May**.

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