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ThermoBreast

Project No. 101096329

**An innovative non-contact and harmless screening modality set
to change the course of breast cancer detection and patient monitoring**

Deliverable 1.1 Governance Report

WP1: MANAGEMENT – Coordination, networking, project and innovation management

Version 1

Authors	Larisa Adamyan (TM), Jeanette Müller, Patrick Schneier (accelCH)
Lead participant	TM
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Revision history

Author(s)	Description	Date
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accelCH	Multiple revisions	31/05/2023
TM	Revision	11/06/2023
accelCH	Finalisation	14/06/2023

Executive summary

Background

This deliverable is part of Work Package 1, Task 1.1: “Leadership, coordination, and overall project management” led by ThermoMind Ltd. (TM). The main objective of the document is to describe the establishment and roles of internal and external project bodies and the implementation of project monitoring processes.

This deliverable is complemented by the Project Implementation Guide (D1.2) which details the communication and management procedures used in ThermoBreast.

Objectives and approach

ThermoBreast’s governance structure aims to include all partners equally with respect to their roles in the project. Using clearly defined decision-making processes, we ensure a well-guided and collaborative implementation.

This report describes the set of ThermoBreast’s consortium bodies as laid out in section 6 of the Consortium Agreement. It provides an overview of the bodies’ members and decision-making processes which will guide the project’s implementation.

Next steps

This anonymised report will be submitted to the EU F&T Portal. A sensitive version including names of members of consortium bodies will be made available to all ThermoBreast partners on the project’s SharePoint and continuously updated as necessary.

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Partner short names

Short name	Partner
TM	ThermoMind Ltd.
TECH	Technion - Israel Institute of Technology
TUM	Technische Universität München
UMCG	University Medical Center Groningen
VUB	Vrije Universiteit Brussel
CPE	Cancer Patients Europe
AMCN	Assuta Medical Centers Ltd.
IGR	Institut Gustave Roussy
KC	Hospital of Lithuanian University of Health Sciences Kauno Klinikos
SMC	Sheba Medical Center
UCC	University College Cork
UKHD	Universitätsklinikum Heidelberg
UKCM	Univerzitetni Klinicni Center Maribor
AOU	Azienda Ospedaliera Citta della Salute e della Scienza di Torino
accelCH	accelopment Schweiz AG
MDA	MD Anderson Cancer Center
NASEC	Nasec.consulting GmbH
accelCH	accelopment Schweiz AG

Abbreviations

Abbreviation	Term
AB	Advisory Board
EB	Executive Board
EC	European Commission
EU	European Union
HaDEA	European Health and Digital Executive Agency
IM	Innovation Manager
IP	Intellectual Property
MS	Milestone
MST	Management Support Team
NDA	Non-disclosure Agreement
PI	Principal Investigator
SC	Steering Committee
WP	Work Package

1 Organisational structure

ThermoBreast brings together the experience and expertise of 17 partners from 11 countries spanning 3 continents. The project unites experts across many disciplines, covering oncology, data safety, AI development, patient inclusion and many more. Well-defined and inclusive structures allow us to harmonise these collaborative efforts, creating a synergistic environment for smooth and effective progress.

1.1 Consortium bodies

The organisational structure of the ThermoBreast consortium comprises the following consortium bodies:

- The **Coordinator**: Manages, monitors and guides the project implementation.
- The **Steering Committee**: Gathering of all partners and ultimate decision-making body.
- The **Executive Board**: Supervises the execution of the project.
- The **Management Support Team**: Assists the other bodies in their tasks.

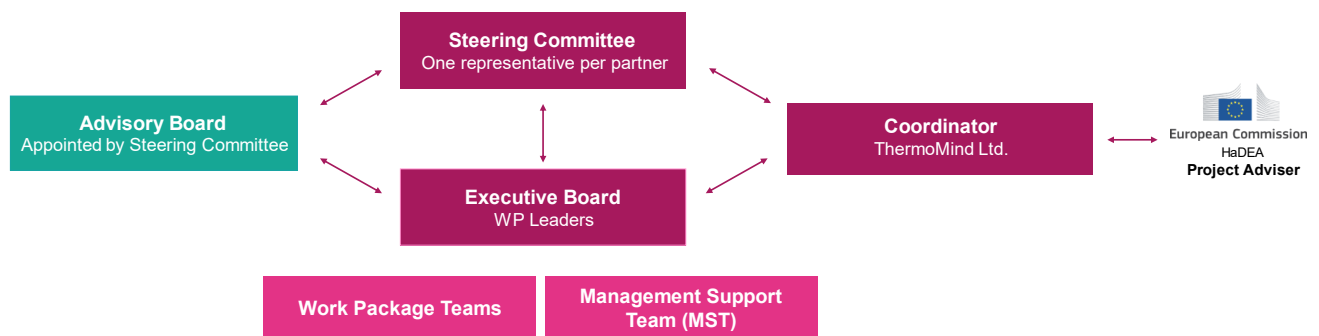


Figure 1: ThermoBreast organisational chart.

1.1.1 Coordinator

1.1.1.1 Tasks

The coordinator’s primary responsibilities are monitoring the proper implementation of the project, acting as intermediary between the consortium and the granting. As Chair of the Steering Committee and the Executive Board, they facilitate regular meetings, discussions, and updates on the project's status to keep consortium members well-informed and engaged.

Moreover, the coordinator manages the project's financial and administrative aspects, such as monitoring the budget, handling financial reporting, and ensuring partners’ compliance with the CA and the GA. also work closely with the Executive Board, Steering Committee, and Management Support Team to implement decisions and provide guidance on the project's strategic direction.

1.1.1.2 HaDEA and external communication

The coordinator's acts as the intermediary between the consortium and the granting authority HaDEA (Figure 2). The coordinator is responsible for maintaining strong relationships with the granting authority and provides regular updates on the project's progress, achievements, and any potential challenges.

Additionally, the coordinator ensures that the consortium's interests are well-represented in interactions with external stakeholders, such as industry partners, research organisations, and policymakers. They may also engage in public relations activities, promoting the project's goals and achievements to a wider audience.

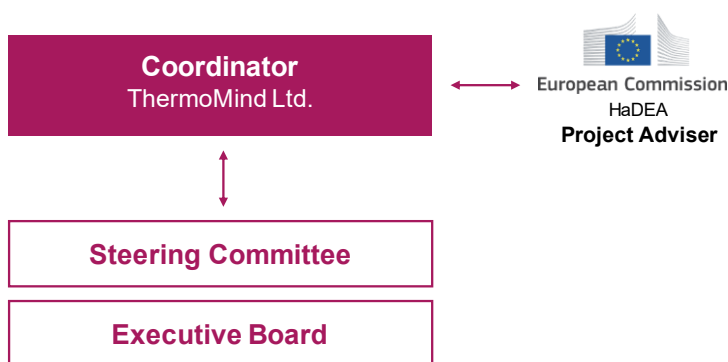


Figure 2: Role of the coordinator.

1.1.3 Steering Committee

1.1.3.1 Tasks and Communication

The Steering Committee constitutes an essential component of our consortium's governance framework. It brings representatives from each partner organisation together, leveraging their unique experiences and expertise to guide ThermoBreast towards its objectives.

As the consortium's primary decision-making body, the Steering Committee provides strategic direction, ensures alignment of interests, and fosters a collaborative environment. With a comprehensive view of the project, the Steering Committee keeps an eye on the big picture, ensuring that all components of the project align with the overall objectives.

Meetings of the Steering Committee, which usually take place every six months, are integral to the project's success. These sessions offer an opportunity for closer exchange, joining the consortium to review progress across all WPs, discuss open questions and contemplate next steps and future endeavours.

Steering Committee meetings ensure transparency and inclusivity, giving all consortium members a voice in the project's direction. Moreover, these meetings provide a platform for collaborative problem-solving, helping to address potential roadblocks and maximise opportunities.

1.1.3.2 Members

The Steering Committee consists of one representative of each Party (Steering Committee Member), as listed in Table 1: Steering Committee members. Table 1. The coordinator is appointed to chair all meetings of the Steering Committee.

Table 1: Steering Committee members.

Number	Short name	Number	Short name
1	TM	11	SMC
3	TECH	12	UCC
4	TUM	13	UKHD
5	UMCG	14	UKCM
6	VUB	15	AOU
7	CPE	16	accelCH
8	AMCN	17	MDA
9	IGR	18	NASEC
10	KC		

1.1.4 Executive Board

1.1.4.1 Tasks and Communication

The Executive Board, with its members drawn from the consortium's work package leaders, plays a vital role in the project's operational execution, making critical decisions regarding the day-to-day management and tactical implementation of the project.

Tasked with translating the strategic direction set by the Steering Committee into actionable plans, the Executive Board navigates the more intricate details of the project. This includes monitoring progress, addressing operational challenges, and ensuring that the work packages are being delivered on schedule and within budget.

Meetings of the Executive Board serve as regular checkpoints, providing an opportunity for work package leaders to share updates, coordinate efforts, and collectively solve problems. They provide an active interface between strategy and operations, enabling timely decision-making and fostering cross-functional collaboration. If the Executive Board identifies any questions that require a decision by the Steering Committee, the Executive Board will prepare a proposal and prepare all necessary information for the Steering Committee.

1.1.4.2 Members

The Executive Board consists of the coordinator and one representative from partners who lead at least one Work Package as outlined in the DoA. As Work Package leaders, the board members play a crucial role in overseeing the implementation of the project and fostering collaboration and coordination across the consortium.

Table 2: Executive Board members.

Number	Short name	Leader of WP...
1	TM	1, 2, 4
3	TECH	7
4	TUM	6
5	UMCG	8
13	UKHD	5
16	accelCH	9
18	NASEC	3

1.1.5 Management Support Team

1.1.5.1 Tasks and Communication

The Management Support Team provides critical support to the consortium, assisting both the Steering Committee and the Executive Board. Their role is largely administrative, taking care of scheduling, document preparation, communication, and facilitating decision-making processes.

The responsibilities of the Management Support Team touch upon almost all aspects of project management. This includes monitoring project timelines, tracking milestones, ensuring tasks are progressing as planned, and alerting relevant parties to potential delays or issues.

1.1.5.2 Members

Table 3: Management Support Team members.

Number	Short name	Role
1	TM	Coordinator
1	TM	Data Manager
13	NASEC	Quality & Risk Manager
16	accelCH	Administrative Project Manager / Innovation Manager

1.2 External collaborators

1.2.1 Health and Digital Executive Agency

The European Health and Digital Executive Agency (HaDEA) is ThermoBreast's granting authority, functioning as a direct link between our consortium and the European Commission.

During the project execution, HaDEA provides support in monitoring progress and performance, reviewing reports, and handling financial aspects. It ensures that the project is meeting its objectives and adhering to the stipulated timelines and budget. Furthermore, HaDEA offers guidance and assistance in case of any necessary adjustments or amendments to the project plan, thereby contributing to the project's ability to navigate unforeseen circumstances.

ThermoBreast's coordinator, TM, acts as the intermediary between our consortium and HaDEA (see 1.1.1.2).

1.2.2 Advisory Board

1.2.2.1 Tasks and Communication

The Advisory Board is an external body that provides critical insight, expert advice, and unbiased perspective to our project. Their role is not about day-to-day project management, but rather about contributing to strategic guidance, problem-solving risk anticipation. The Advisory Board helps to ensure that our project remains cutting-edge and relevant, enabling us to effectively respond to evolving circumstances and challenges. In addition, members of the Advisory Board may participate in dissemination activities.

The Advisory Board will be appointed and steered by the Steering Committee. The coordinator is mandated to execute a non-disclosure agreement (NDA) with each Advisory Board member to protect confidential information. The Advisory Board members may also join meetings of the Steering Committee, but will not carry any voting rights.

1.2.3 EC Cluster "Prevention, including Screening"

With Horizon Europe, the European Commission has launched five so-called [EU Missions](#). ThermoBreast is a member of the "Prevention, including Screening" cluster as part of the EU's [Mission on Cancer](#), joining forces with six other projects in an effort to streamline efforts and improve citizen inclusion.

ThermoBreast will make use of this collaboration in various areas, including shared data management and dissemination activities. In regular meetings, members of our consortium discuss potential synergies and decide on collaborative actions with the other cluster members. Once a year, we will produce a report about the collaboration within the cluster.

2 Decision-making procedures

Navigating the collaborative journey of our consortium requires an effective decision-making procedure. This procedure is designed to ensure that all decisions are made in a fair and inclusive manner, respecting the perspectives and interests of all members.

At the centre of the decision-making processes within ThermoBreast are the meetings of the consortium bodies. Topics for which decisions may be necessary will be communicated in the meeting agenda. During a meeting, new topics can also be brought up ad-hoc. To make valid decisions, two-thirds (2/3) of the members of the respective consortium body must be present or represented for the body to deliberate and make decisions. In case a meeting does not meet the quorum, the chairperson will call for another ordinary meeting within 15 calendar days. If the quorum remains unmet in this subsequent meeting, the chairperson will call an extraordinary meeting. In these extraordinary meetings, decisions can be made regardless of the quorum.

Each member of a consortium body holds one vote, encapsulating the principle of equal representation. For a decision to be passed, a majority of two-thirds (2/3) of the votes cast is required.