

2019

Calls for Proposals
for 2019 Business Plan

Accelerator | Campus | Innovation Projects



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1. Introduction

It is my pleasure to invite you to submit proposals for our 2019 Business Plan. It will be EIT Health's fourth year, and we expected significant growth of our portfolio, as explained in our strategy.

The calls have been elaborated with the contribution of the Partners. In particular the impressive contribution of 69 "expressions of interest" from our Core Partners helped us to define the first two Focus Areas that will enable us to create greater impact in the fields of integrated care for chronic disease ("Bringing Care Home") and the utilisation of large data sets ("Value from Data in Clinical and Sub-Clinical Settings"). It is our hope that we will see great proposals that address these areas in innovation, business creation and education.

In this document, you will find all the information necessary to help you prepare the best possible proposals. We have attempted to simplify the process and make it more transparent, so we can concentrate our energy on developing excellent initiatives that will allow us to get ever closer to reaching the goals stated in our Strategic Agenda.

We hope to see many of you at our Ideation event in Grenoble on 15-16 January 2018 (for Core partners and healthcare providers) and our Matchmaking event in Naples on 26-27 February 2018.



Sylvie Bove
CEO of EIT Health



2. Origin of the Calls for Proposals

Calls for proposals are important instruments to build our portfolio of activities, thereby enabling us to achieve our strategic goals.

The calls are the result of intense deliberations among EIT Health's innovation managers, the business creation core group and the education committee, three groups in which all CLCs and the InnoStars are involved. Moreover, this call takes into account our experiences with the implementation of the currently on-going EIT Health activities.

The overall process, as well the evaluation and selection criteria, have been confirmed by the Management and the Supervisory Board of EIT Health.

During the drafting of the calls for proposals, lessons from previous years were considered. All applicable criteria, processes and relevant dates are included in the current call document.



3.All Calls at a Glance

Innovation by Ideas

Innovation by Ideas projects are "solution driven", collaborative projects that respond to societal challenges within the thematic scope of EIT Health. We are looking to support new projects that address one or more of the four themes outlined in EIT Health's Strategic Agenda. These projects are supported with a maximum of €750 000 for no more than 18 months.

Innovation by Design

Innovation by Design projects are "needs driven" and build on multidisciplinary collaboration, starting from a recognised market need or societal problem. We are looking to support new projects that either address the four themes outlined in EIT Health's Strategic Agenda, or to address one of the two EIT Health Focus Areas. These projects are supported with a maximum of €2 750 000 for no more than 36 months.

Campus Strategic Initiatives

Strategic Initiatives of EIT Health Campus are designed to strengthen the ecosystem of knowledge and innovative thinking that is created by Campus and the other EIT Health pillars. The Strategic Initiatives are meant to have a positive impact on all the other programmes and activity lines within Campus and the rest of EIT Health. In 2018, Campus Strategic Initiatives will call for: 1. Innovative Education, and 2. WE Health Expansion.

Training for Students

These Campus programmes focus on stimulating students to advance their **knowledge, skills and attitudes**, so they can develop health-related innovation and entrepreneurial capabilities. Within the Campus 2018 Calls for Training for Students, we are looking for novel proposals that help us continue to develop our strategy further with two sub-calls: 1. Degree Programmes, and 2. Non-Degree Programmes.

Training for Entrepreneurs and Innovators

In its "Training for Entrepreneurs and Innovators", Campus focuses on stimulating learners to engage in the **Entrepreneurship & Innovation Journey**: providing training opportunities offering a changed mindset, and providing basic skills that can lead to the founding of successful businesses and improvements in healthcare.

Two sub-calls are intended to expand these training opportunities into Networks across the partnership with 1. EIT Health Starter Lab Network (E-labs) and 2. EIT Health Fellowships Network.

Training for Health Professionals & Executives

Campus Training for Professionals & Executives is intended to increase the number of skilled health professionals and leading executives in healthcare, and to improve the services they provide. Through this call, Campus is seeking to increase the outreach of our Training for Professionals & Executives activities to a wider audience, to gain stronger impact within this target group.



Training for Citizens

Campus seeks to empower all citizens — including patients, their family, people at risk of specific conditions and informal care givers — to promote public awareness and understanding of healthy living and active ageing. The general common theme for these activities are that they should empower citizens to become aware of available knowledge, approaches, tools and methods in health innovation to manage their own health while actively taking part in the innovation process.

Call for Digital Activities (addressing all Campus target groups)

In 2019, Campus will once again welcome proposals for Digital activities, including Massive open Online Courses (MOOCs), which have the unique potential to reach many learners. We will support digital activities not only to make knowledge accessible to the broader population but also to improve formal education by implementing modern pedagogical technologies online.

Bootcamp Programmes

We are looking for 6-8 complementary EIT Health **Bootcamp** training and support programmes in the range of €100 000-€150 000 per programme, plus €10 000 of travel and accommodation expenses per team. Bootcamps provide an intensive 2-3 month programme for European teams whose members have the ambition to become entrepreneurs and to explore the opportunities of their health-tech idea. The programme helps them discover and validate their idea, market potential, business model and target customers. Participants will investigate market potential in other countries by visiting the innovation ecosystems of other CLCs.

GoGlobal Programmes

We are looking for 4-6 complementary EIT Health GoGlobal training and support programmes in the range of €100 000-€150 000. The purpose of the EIT Health GoGlobal internationalisation programmes is to support European start-ups and young companies within the thematic scope of EIT Health, with a view to helping them expand in Europe, the United States and other international markets. Programme coordinators are required to have personal experience in the target countries.

Intrapreneurship Programmes

We are looking for 1-2 innovative EIT Health Intrapreneur programmes in the range of €100 000-€150 000, including all travel and accommodation expenses per team. EIT Health will select a consortium, including both an academic or non-academic programme provider as well as one or more pilot industry partners, to train a new generation of “intrapreneurs”, who are entrepreneurs within industry – people with the mindset and skills needed to drive innovation within established companies.



4. Focus Areas (FAs)

Introduction

Focus Areas fall within the scope of the themes defined in our strategic agenda. A Focus Area “zooms in” on a particular aspect and also covers related challenges as well as desired impact. In addition, Focus Areas include activities from Business Creation, Education and Innovation in order to deliver impact. In 2018, we are initiating two key Focus Areas on which to build activities for the 2019 Business Plan.

FOCUS AREA 1: Bringing Care Home

Background

As Europe’s demographics shift towards an increasingly elderly population, there is a growing focus on moving healthcare delivery from hospitals to primary care and home care settings. This can be achieved by reducing the necessity for patients to enter hospital and other residential care units, and by shortening stays for those patients where hospital or residential care is the only option. Shifting healthcare delivery in this way not only saves costs and releases pressure on stretched hospital services, it also has the potential to deliver higher quality and more personalised care, and in addition it is generally preferred by patients. However, in order to move care closer to patients’ homes a number of challenges need to be solved. For example, supporting patients in their homes means the necessary monitoring and social care infrastructure must be in place. Wrapped around this, general practitioners and primary care organisations need tools to support patients and their carers, and to provide a critical link to specialised hospital-based clinics and clinicians.

The Focus Area

In this Focus Area, EIT Health is looking to support activities (innovation projects, education programmes and business creation activities) that shift healthcare delivery from hospitals to primary care and home care settings. A major impact target will be to reduce overnight stays in hospitals by 10%. This reduction should be over and above any decreases that result from ongoing trends and initiatives. This target has been chosen because overnight stays are a major cost driver and have a significant health and social impact on patients, relatives and care providers. In addition, overnight stays provide a measurable “surrogate marker” KPI for a number of other key effects parameters. It should be noted that activities should not just seek to “move” the patient from one location to another, but activities addressing this Focus Area need to show that they will lead to significant cost savings. Additional targets in this Focus Area can be selected by project teams, provided that they can demonstrate that an equivalent – and quantifiable – cost saving can be achieved.

Examples



Conceivably, this Focus Area could be approached in a number of different and complimentary ways, for example:

- Development and implementation of innovations that **enable remote monitoring**.
- Innovations that **integrate social care** to provide patients with a “soft-landing” when moving from hospital care to convalescence at home.
- Preventative solutions that avoid the need for hospitalisation.
- **Minimal invasive solutions and organisational/operational improvements**.
- Bootcamp(s) with a focus on ageing society, where entrepreneurs develop products or services that include bringing care home, for example **using machine learning** for specialised sensor analysis and data integration.
- Education Programmes that target **value-based healthcare**. These programmes should give importance to improving the quality and affordability of care and contributing to reducing cost burdens on healthcare systems overall.

FOCUS AREA 2: Value from Data in Clinical and Sub-Clinical Settings

Background

Driven by the legal requirements for record-keeping, and the use of quality register systems, healthcare providers and companies have access to large amounts of clinically relevant data. In a relatively short period of time, this data has gone from “analogue” pen-and-paper records of basic data to large digital sets, including proteomic and genomic data. More recently, widespread use of mobile devices has enabled the collection of data on a range of health parameters, such as physical expenditure. The large amount of data from different sources provides significant opportunities to predict and thereby prevent disease “events”, and to stratify patients’ diagnosis and care. This potential is largely untapped at present.

The Focus Area

This Focus Area will support activities that bridge the gap between large data sets and medical outcomes in chronic diseases. Given that this is a field that has received significant attention and investment in recent years, a key aspect will be to identify areas where the EIT Health partnership can be leveraged in order to succeed where other initiatives have not led to widespread uptake. A major impact target will be to reduce acute hospital admissions due to pre-existing conditions by 10% in the short-medium term. This is seen as a “generalised” target, and it is recognised that individual project or disease areas will need to achieve a larger reduction in order to deliver meaningful impact. Additional targets in this Focus Area can be selected by project teams, provided they can demonstrate that an equivalent, meaningful and quantifiable effect can be achieved.



Please note that proposals focusing on the design and implementation of clinical decision support systems will **NOT** be financed as part of this Focus Area.

Example Activities

There are a number of ways in which this Focus Area can be addressed. For example:

- Innovations that improve **patients' understanding of – and use of – their own data** to manage their chronic disease/multi-morbidities.
- **Utilisation of genomic, proteomic and patient history data** to stratify diagnosis and care.
- Innovations that support the **coordination of chronic disease care through the use of data**, enabling both prevention of acute incidents and improved self-management.
- GoGlobal Programme(s) for better access to other geographical regions, so that use of a greater body of data can **improve market access for SMEs**. This could include gaining an understanding of local data regulation requirements.
- Bootcamp programme(s) focusing on the use of clinical and non-clinical data to develop **new diagnostic methodologies**.
- Innovative Educational programmes that refer to **digital transformation**, e.g. through the involvement of novel technology in health.
- **Education programmes for executives and professionals** that provide the learners with knowledge in digital technology and data processing and the use of big data.



5. Purpose of this Document

This document summarises the information on all calls for proposals in EIT Health for the 2019 Business Plan. In this regard, it is the one document to consider for proposing activities in all three EIT Health activity pillars: Innovation Projects, Campus and Accelerator.

The document will give you clarity on:

- **What we expect:** The strategic and thematic focus of our calls for 2019.
- **How we will evaluate and select:** All details on the evaluation and selection procedure and the applied criteria.
- **What happens and when:** Full transparency on the timing of the entire process.
- **Rules and eligibility:** Clear guidance on financial and administrative issues as well as eligibility criteria.
- **Where to get help:** We provide a summary of all key contact points for help and support.

If you require deeper insight into the legal foundation of EIT Health and its organisation, you should consult:

- The Framework Partnership Agreement
- The Articles of Association of EIT Health
- The By-Laws

All these documents are online in the section [Guidance > Legal > Statutory Legal Texts on **EIT Health Connections**](#).



6. Project preparation evaluation and selection process

Important events and dates

Preparation and matchmaking

Core partners are invited to an ideation event (together with healthcare providers) in Grenoble on 15-16 January 2018. All partners are invited to the matchmaking event, which will be held in Naples on 26-27 February 2018. Information on how to register for both events will be communicated at a later stage.

Webinars on financial and administrative issues

The Project Management Office, in collaboration with the finance director and the pillar directors, will host a series of information webinars to cover:

- Financial and administrative issues
- Project elements and best practices
- Practical guidance on the use of the Plaza tool

There is **no prior registration** required. Please make sure to consider all guidance available on EIT Health Connections in the section “Guidance for Partners”. Webinars will cover the use of Plaza in terms of general eligibility criteria, general guidance on proposal drafting and submission, and budgeting and cost eligibility.

The dial-in details for all webinars are:

- Wednesday 10 January 2018, 10:00 – 11:00 (CET)
<https://eit-health.webex.com/eit-health/j.php?MTID=m452261512beafc393e0656916f1c18e7>
Meeting number (access code): 840 112 252
Meeting password: Call2019
- Friday 19 January 2018, 13:00 – 14:00 (CET)
<https://eit-health.webex.com/eit-health/j.php?MTID=m1ef06fd9bd3017b31c118bc84b922446>
Meeting number (access code): 842 237 595
Meeting password: Call2019
- Friday 2 February 2018, 9:00 – 10:00 (CET)
<https://eit-health.webex.com/eit-health/j.php?MTID=m1ffa897f77437f168910843afdc9b514>
Meeting number (access code): 842 362 160
Meeting password: Call2019



- Tuesday 6 March 2018, 17:00 – 18:00 (CET)
<https://eit-health.webex.com/eit-health/j.php?MTID=mdefa20c4256ed4a7bb59226561972c87>
Meeting number (access code): 842 231 935
Meeting password: Call2019
- Thursday 5 April 15:00 – 16:00 (CET)
<https://eit-health.webex.com/eit-health/j.php?MTID=m810c741bd66c0013a0bd410c80cc32>
Meeting number (access code): 840 271 734
Meeting password: Call2019

Training at the CLCs

The CLCs, in collaboration with the Project Management Office, will organize on-site training for partners on the same topics as above, with additional time set aside for detailed questions.

Submission and submission system (plaza.eithealth.eu)

All proposals must be submitted no later than **9 April 2018, 16:00 CET**.

All proposals will need to be submitted via the Plaza system. The call forms will be available as of 12 February 2018. The headings of the call form are already specified in the specific call details below. Please be aware that you need to be fully registered in order to submit a proposal, and your registration may require up to 36 hours to be approved.

Guidance on the usage of Plaza will be found on EIT Health Connections (EIT Health Connections > Guidance > Call for Proposals 2019) as of 12 February 2018.

Eligibility criteria and check

Please refer to the specific eligibility criteria within each pillar call.

Proposals not meeting the eligibility criteria, as checked by EIT HQ, will be rejected.

Evaluation Process

All eligible proposals will be evaluated. The evaluation process involves two stages in all three activity pillars: (1) remote expert evaluations and (2) hearings (*except EIT labeled degrees and MOOCs. See Campus call for more details.*)

STAGE 1: Remote expert evaluation

Each eligible proposal is evaluated based on the criteria indicated below by three independent



external evaluators. The evaluators are contracted by EIT Health e.V. and receive a training on the EIT Health strategy, rules and procedures. They are instructed to check for a conflict of interest and to inform the EIT Health HQ if necessary before evaluation of the proposal proceeds. The three evaluators will hold a consensus meeting for all proposals evaluated: this meeting will be coordinated and moderated by one rapporteur. A maximum of **100 points** will be awarded in the remote evaluation.

STAGE 2: Hearings

Invitations for hearings will be issued by 18 May 2018 to the Activity Leader named in the proposal. Invitations to hearings will be based on the scoring/ranking from the remote evaluation. The hearings are conducted by an Evaluation Board for each pillar. The Evaluation Board consists of an external expert group and will be chaired by a member of the HQ management team. The external experts for all Evaluation Boards will be appointed by the SB. The composition of the Evaluation Boards will be published prior to the hearings.

Some practical information on the hearings:

- Hearings will be face-to-face and take place in Munich, to allow the experts to meet with the teams in-person.
- For Innovation proposals, one academic partner and one non-academic must be represented. A maximum of four participants is allowed.
- For Campus proposals, a maximum of four participants are allowed.
- For Accelerator proposals, a maximum of three participants is allowed.

A maximum of **100 points** will be awarded from the hearings.

Final Selection for the Business Plan

The criteria applied for the selection of proposals by the Supervisory Board (SB) for EIT contribution will be:

- The score obtained by each proposal in the hearings.
- Overall portfolio balance, and fit to strategic agenda.
- The overall budget available, and the approved distribution of the anticipated EIT budget over the three pillars.
- The maximum total EIT contribution for an EIT Health Associate Partner is €250 000/year. This will be enforced at the selection stage.



The SB may also grant proposals an EIT Health label without EIT contribution, if the proposing partners decide to fund the entire project cost themselves.

Feedback

All proposing teams will be informed about whether they have been selected to come to hearings by 18 May 2018. Proposals selected to be included in the business plan will be informed by 30 July 2018. All proposals will receive their scores and detailed evaluator feedback by 18 August 2018.

Eligibility Criteria

All eligibility criteria are outlined in the sections for each pillar.

Disclaimer: EIT has given us preliminary notification regarding UK partners with regards to the "Brexit": "If the United Kingdom withdraws from the EU during the grant period without concluding an agreement with the EU ensuring in particular the British organisations continue to be eligible, British organisations will cease to receive EIT funding (while continuing, where possible, to participate) or be required to terminate their participation on the basis of Article 56.3.1 of the FPA."





Innovation Projects
2019



7. Innovation Projects

EIT Health Innovation Projects focus on three specific challenges: promoting healthy living, supporting active ageing and improving healthcare. Through the 2015-2018 calls, we have developed a strong portfolio of innovation projects addressing these three societal challenges. These projects have brought together new partners from throughout the consortium who are now collaborating to bring better health and healthcare to European citizens. In our current call for new Innovation Projects, we are looking to expand our portfolio of high-quality, strong, balanced projects.

EIT Health hereby invites partners to submit proposals for new Innovation Projects to be included in the Business Plan to start in 2019. The ultimate objective of the projects should be the rapid market penetration of innovative projects and services, and/or the testing and implementation of novel organisational and healthcare delivery processes. The call for innovation projects includes projects in both the Innovation by Ideas and Innovation by Design categories. In particular, we would like to draw partners' attention to the calls for Innovation by Design projects in the two new Focus Areas.

Please note that this call is for **NEW** Innovation by Ideas (IbI) and Innovation by Design (IbD) projects. Existing projects will be invited to propose updated plans for 2019 at a later date. A separate review/hearings process for these projects will then be carried out.

Eligibility Criteria for Innovation Projects

All innovation project proposals must:

- Be complete and submitted via the Plaza system before the deadline (9 April 2018, 16:00 CET).
- Be submitted by an EIT Health partner.
- Have identifiable KIC Complementary Activities (KCA).
- Include Core and/or Associate Partners who have paid their membership fees for the year 2018.
- Involve Core or Associate Partners from a minimum of two CLC/Innostars (NB: not counting external project partners).
- Have clear and achievable commercial or implementation end-points (e.g. products and services to be launched, organisational innovations to be implemented, etc.).



For Innovation by Ideas:	For Innovation by Design:
<ul style="list-style-type: none"> • Address at least one of the three societal challenges of the EIT Health Focus Areas. • Include at least one academic and one non-academic Core or Associate Partner, i.e. one Partner of the type “Education” or “Research” and one of any other type. • The financial contribution for 2019 may not exceed €500 000*. • The financial contribution for 2020 may not exceed €250 000**. • All EIT financed project activities must be complete by the end of June 2020. 	<ul style="list-style-type: none"> • Address either one of the EIT Health Focus Areas OR one or more of the four EIT Health themes from the Strategic Agenda: <ul style="list-style-type: none"> ○ <i>Prevention and management of chronic disease;</i> ○ <i>Empowering citizens to manage their health;</i> ○ <i>Improving healthcare systems;</i> ○ <i>Leveraging new technology and data.</i> • Be led by one of EIT Health’s Core Partners. • Include at least one Core Partner of the type “Business”. • Not request an EIT contribution for 2019 of more than €750 000 • Not request EIT contributions for 2020 and 2021 of more than €1 000 000**. • NB: Partners may not apply to lead more than three new Innovation by Design projects. Partners exceeding this number will be asked to withdraw proposals in order to reach the limit.

* *excluding WPO activities.*

** *Please note that financial contributions beyond 2019 will be subject to a successful review of the project, and are thus deemed “indicative” at this stage.*

Main input fields in the call form

The Plaza submission system will be available from 12 February 2018. The input fields will be available from 11 December 2017



7.1. Innovation by Ideas

Background and purpose

Innovation by Ideas projects are collaborative projects and are designed to address societal challenges within the thematic scope of EIT Health. The projects are "solution driven", i.e. a potential solution has been identified that either capitalises on an opportunity or addresses a specific problem presented by demographic ageing of the population. These are considered bottom-up proposals, and the projects can be led by Core or Associate Partners of any category.

What we are looking for

We are looking to support new projects that address at least one of the four themes outlined below:

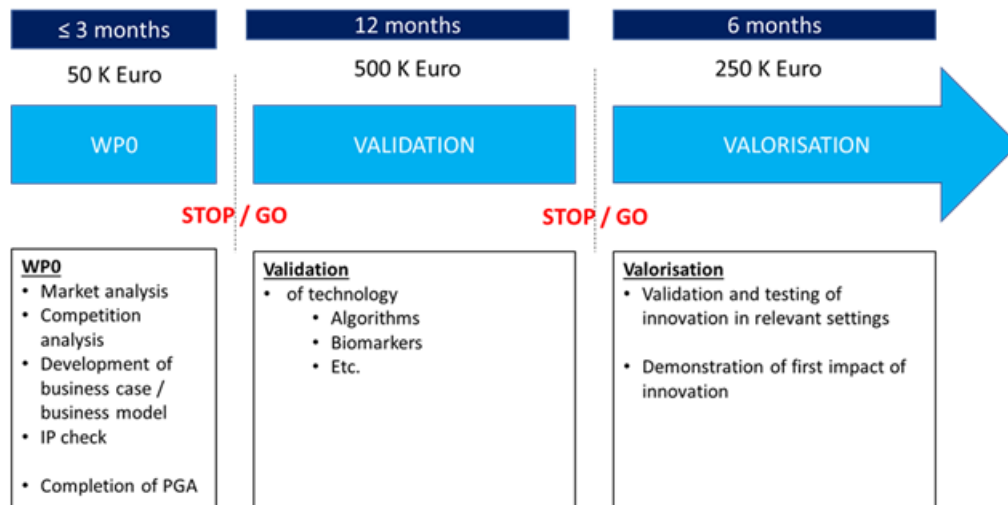
- Prevention and management of chronic disease
- Empowering citizens to manage their health
- Improving healthcare systems
- Leveraging new technology and data

Proposals need to demonstrate a clear innovation and should present a viable plan to reach the market or – in the case of organisational innovations – present a viable deployment strategy. The EIT Health-financed part of the project should result in an innovation that has been technically validated and tested in a relevant environment, bringing the project to a point where it can attract early adopters or additional external financing. Market launch/deployment/regulatory approval for the innovation should be targeted for about two years following the completion of the project, and a clear path to this point should be presented.

Project Funding and Structure

Innovation by Ideas projects are structured into three phases, as outlined in the diagram below. The financing amounts represent the maximum EIT funding that can be applied for in each phase, and the timing for the validation and valorisation phases should be seen as guides only.





Critical milestones will be evaluated after the WPO phase and the first year.

A maximum EIT contribution of €750 000 can be sought for each project. The EIT contribution will only be provided for a maximum of 18 months, finishing on 30 June 2020 at the latest.

WPO – Structure and Purpose

Prior to each Innovation by Ideas project, a WPO phase will be carried out. The primary purpose of WPO is to gain a greater all-round understanding of the innovation and the environment (competition/IP/regulatory etc.) in which it will operate. This will support the team in being able to identify and address key issues in the project at an early stage.

While the exact activities for WPO will be tailored to each individual project, the main areas are outlined below:

- Provide a detailed and updated analysis of the competition and market/implementation pathway (including any regulatory barriers).
- Improve and update the business/implementation model.
- Analyse IP situation, including identification of any freedom to operate issues.
- Complete PGA ready for signature by all parties.
- Determine non-EIT impact KPIs for the project.

The work will be carried out with the support of external experts (for example from the EIT Health Market Coach Network).



The output of WPO will be reviewed together with the project team to determine if any changes to the originally proposed project plan are necessary in order to give the project the best possible chances of success.

Evaluation Criteria

The high-level evaluation criteria are given below:

Stage 1: Remote Evaluation (All Innovation Proposals)

- Project Excellence and Strategic Fit (25%)
- Feasibility (25%)
- Implementation and adoption pathway (25%)
- Impact (25%)

Stage 2: Hearings (All Innovation Proposals)

- Clarity of Innovation and Strategic fit (10%)
- Feasibility and project plan (25%)
- Implementation strategy/market strategy (25%)
- Strength and commitment of team and collaboration (20%)
- Impact (20%)



Detailed Evaluation Criteria for Stage 1: Innovation by Ideas

Project Excellence and Strategic Fit (25%)

- Quality of background science with reference to state of the art; quality of innovation.
- Uniqueness of approach.
- Project organisation and the balance of activities between CLCs and partners.
- Strategic fit.

Feasibility (25%)

- Feasibility of the project plan, deliverables and execution; feasibility of delivering on the project's objectives given the budget and distribution between WPs and partners.
- Resource fit (including infrastructure where relevant).
- 360 degree analysis: SWOT, risk analysis, competition and "USP" evaluation.
- Clarity of "business" case/business or implementation model.
- Mitigation plan – both regarding technical risks and market/implementation risks.

Implementation and adoption pathway (25%)

- Justification of end users/market targeted; for organisational innovations, justification of organisations targeted.
- Implementation plan/market introduction plan – timeline and resources required.
- Relevant hurdles (e.g. regulatory, CE certification) identified and strategies to overcome clearly presented.
- Evaluation of future landscape (4-5 years perspective) relevant for the innovation.

Impact (25%)

- Quantitative impact that can be expected at the end of the project (i.e. immediately following the end of EIT financing).
- Quantitative/Qualitative or indicative impact in the short/medium/long term AFTER the project comes to an end.
- Impact of EIT financing on overall project (i.e. through to introduction/implementation of innovation).
- Potential for scalability.
- Economic growth/sustainability and job creation.
- Efficiency of industry/healthcare provision.
- Efficiency/sustainability of healthcare systems.



7.2. Innovation by Design

Background and purpose

Innovation by Design projects build on multidisciplinary collaboration and are “needs-driven”, starting from a recognised market need or societal problem. The projects must be led by one of EIT Health’s Core partners, and must include at least one of EIT Health’s core industry partners. A strong and clear role for the industry partner(s) in the project should be clearly demonstrated in the proposal. This project type has been designed to enable partners to work on developing products and services that are hindered by specific innovation barriers, while also addressing an emerging market-demand. Given the potential length of Innovation by Design projects and the investment made by EIT Health, projects are expected to deliver a strong impact with market introduction/implementation being achieved no later than two years following the end of EIT financing.

Please note that the call for 2019 projects includes two types of Innovation by Design projects: “standard” projects targeting the themes in the Strategic Agenda, and Focus Area projects, targeting the two Focus Areas outlined in Section 4.

Standard (non-Focus Area) Projects

What we are looking for

We are looking to support approximately 3-5 new Innovation by Design projects outside of the two Focus Areas chosen for the Business Plan 2019 call. These projects must address at least one of the four themes outlined below:

- Prevention and management of chronic disease
- Empowering citizens to manage their health
- Improving healthcare systems
- Leveraging new technology and data.

Proposals should demonstrate a clear path to implementation, and should actively include healthcare providers, patients and/or payers. The partners’ commitment to the project and to its deployment/market launch should be clearly demonstrated.



Focus Area Projects

Focus Area Innovation by Design projects closely resemble non-Focus Area projects in that they start from a recognised market need or societal problem. The Focus Areas seek to “zoom in” on these challenges and deliver increased impact by targeting multiple innovation projects as well as Campus and Accelerator activities with the same objectives.

What we are looking for

We are looking to finance 3-5 Innovation by Design projects targeting each of the two Focus Areas outlined below and described in details in Section 4 of this document.

Bringing Care Home:

Innovations that will shift HC delivery from hospitals to primary care and home care settings.

Value from Data in Clinical and Sub-Clinical Settings:

Innovations that will bridge the gap between large data sets and clinical outcomes in chronic diseases.

Further details on the Focus Areas can be found in Section 4 of this document.

Proposals should demonstrate a clear path to implementation, and should actively include healthcare providers, patients and/or payers. The partners’ commitment to the project and to its deployment/market launch should be clearly demonstrated.



Funding and duration

Innovation by Design projects are structured in three phases as outlined in the diagram below:



Each project may last a maximum of 36 months, with no EIT contributions being requested after 31 December 2021. A maximum EIT contribution of €750 000 can be sought in the first year, and the proposals should – if necessary – include a budget for activities in 2020 and 2021, for which a maximum EIT contribution of €1 000 000 per year can be proposed. Please note that funding of projects in 2020 and 2021 is not guaranteed, and is dependent on the project's progress and financing of EIT Health by EIT.

Detailed Evaluation Criteria for Stage 1: Innovation by Design (standard non-Focus Area)

Project Excellence and Strategic Fit (25%)

- Quality of background science with reference to state of the art; quality of innovation.
- Uniqueness of approach.
- Project organisation and the balance of activities between CLCs and partners.
- Strategic fit.



Feasibility (25%)

- Feasibility of the project plan, deliverables and execution; feasibility of delivering on the project's objectives given the budget and distribution between WPs and partners.
- Resource fit (including infrastructure where relevant).
- 360 degree analysis: SWOT, risk analysis, competition and "USP" evaluation.
- Clarity of "business" case/business or implementation model.
- Mitigation plan – both regarding technical risks and market/implementation risks.

Implementation and adoption pathway (25%)

- Identification of "market need"/"market pull" and justification of end users/market targeted*.
- Implementation plan / market introduction plan:
 - timeline and resources required;
 - hurdles identified;
 - resources required after the completion of EIT financing identified and secured.
- Evaluation of future landscape (4-5 years perspective) relevant to the innovation.
- Identification of innovation/implementation barriers, and strategies to overcome these
- Inclusion of – and full "buy-in" from – payers/healthcare providers/patients (as appropriate).

Impact (25%)

- Quantitative impact that can be expected at the end of the project (i.e. immediately following the end of EIT financing).
- Quantitative/Qualitative or indicative impact in the short/medium/long term AFTER the project comes to an end.
- Impact of EIT financing on overall project (i.e. through to introduction/implementation of innovation).
- Potential for scalability (should be demonstrated during the course of the project).
- Economic growth/sustainability and job creation.
- Efficiency of industry/healthcare provision.
- Efficiency/sustainability of healthcare systems.

Detailed Evaluation Criteria for Stage 1: Innovation by Design (Focus Areas)**Project Excellence and Strategic Fit (25%)**

- Quality of background science with reference to state of the art; quality of innovation.
- Uniqueness of approach.
- Project organisation and the balance of activities between CLCs and partners.
- Alignment with Focus Area.



Feasibility (25%)

- Feasibility of the project plan, deliverables and execution; feasibility of delivering on the project's objectives given the budget and distribution between WPs and partners.
- Resource fit (including infrastructure where relevant).
- 360 degree analysis: SWOT, risk analysis, competition & "USP" evaluation.
- Clarity of "business" case / business or implementation model.
- Mitigation plan – both regarding technical risks and market/implementation risks.

Implementation and adoption pathway (25%)**FOCUS AREA 1 (Bringing Care Home):**

- Justification of approach (in context of current praxis and competition).
- Integration of – and active participation of – healthcare providers in project.
- Implementation plan/market introduction plan:
 - timeline and resources required;
 - hurdles identified;
 - resources required after the completion of EIT financing identified and secured.
- Evaluation of future landscape (4-5-year perspective) relevant to the innovation.
- Identification of innovation/implementation barriers, and strategies to overcome these.
- Inclusion of – and full "buy-in" from – payers/healthcare providers/patients (as appropriate).

FOCUS AREA 2 (Value from Data in Clinical and Sub-Clinical Settings):

- Justification of approach (in context of current praxis, competition and other initiatives).
- Clear value proposition from EIT Health (i.e. clear demonstration of why an EIT Health financed project would be successful where other approaches have not).
- Integration of – and active participation of - healthcare providers in project.
- Implementation plan/market introduction plan:
 - timeline and resources required;
 - hurdles identified;
 - resources required after the completion of EIT financing identified and secured.
- Evaluation of future landscape (4-5 years perspective) relevant to the innovation.
- Identification of innovation/implementation barriers, and strategies to overcome these.
- Inclusion of - and full "buy-in" from - payers/healthcare providers/patients (as appropriate).

Impact (25%)

- Quantitative impact that can be expected at the end of the project (i.e. immediately following the end of EIT financing).
- Impact on Focus Area's overall targets.
- Impact of EIT financing on overall project (i.e. through to introduction/implementation of innovation).
- Potential for scalability (should be demonstrated during the course of the project).
- Economic growth/sustainability and job creation.
- Efficiency of industry/healthcare provision.
- Efficiency/sustainability of healthcare systems.





Campus
2019



8. Campus

We invite partners to submit innovative education and training proposals in 2019 to build on and strengthen our Campus portfolio, while in parallel creating pathways for Campus learners to benefit from the other two pillars: Innovation Projects and the Accelerator. All learners who participate in a Campus activity have the opportunity to become part of the EIT Health Alumni network, a cross-cutting initiative designed to strengthen the wider EIT Health community by connecting enthusiastic alumni to the different initiatives of EIT Health. In addition, Campus also aims to offer activities specifically targeted to the EIT Health Community, e.g. by training Innovation Project Leads on how to manage the Innovation in the best possible way.

Campus plays a crucial role in contributing to EIT Health's mission and vision and will continue to address the four major themes of EIT Health, which were presented in the update to the Strategic Agenda at the Partner Assembly on 15 September 2017¹:

- Prevention and management of chronic disease
- Empowering citizens to manage their own health
- Improving healthcare systems
- Leveraging new technology and data

In order to do this, Campus offers various modalities of educational activities combining technical know-how and best pedagogic practices. The ultimate aims are to attract top learners and stimulate their mind-set; to empower students, health entrepreneurs and innovators and professionals with high-quality skills, knowledge and attitudes; to empower the individual citizen to manage their own health; and to provide access to talents for industry. Such efforts are designed to work toward EIT Health's key priorities for the promotion of healthy living, active ageing and improving healthcare for all.

Campus has set up a set of activity lines focusing on the four target groups that are the drivers of change in the health sector: 1. Students, 2. Entrepreneurs & Innovators, 3. Health Professionals & Executives, and 4. Citizens & Patients. Campus activities provide these change agents the necessary knowledge, skills and attitudes to empower them to lead change in the health sector. All activity lines are co-ordinated and mentored by experts within the EIT-Health network who support the development of ongoing and new activities to ensure the continuous build-up of our portfolio.

¹ [Strategic agenda](#)



In 2019, Campus introduces two novelties to the portfolio. The first aims to further develop the Campus Strategic Initiatives by **introducing a Call for Innovative Education**. This segment of the Campus call follows a need for exploration and experimentation in education ideas and methods, to create the potential to disrupt education and better prepare all target groups (students, professionals and executives, entrepreneurs and innovators, and citizens) to adapt and excel in a changing landscape.

The second novelty introduced to our portfolio is a call for the **expansion of networks**, a process described in the different activity lines of Campus below. The aim of these calls for networks is to disseminate an activity across the partnership and include all CLCs. Beyond that, these networks should follow a common strategy, operate and be managed in a collaborative manner and, finally, scale high-quality offerings to each network’s learners.

When it comes to training for **students and entrepreneurs & innovators**, we are mainly looking for *disseminating and scaling* of our activities across the CLCs and InnoStars. Regarding **training for executives and professionals** as well as **training for citizens**, we are looking to both *replicate* already well-running programmes and also *develop* novel concepts that will help us achieve our ambitious goals in terms of outreach and impact.

To build on our achievements, we would like to encourage applicants to continue to work toward **EIT Health’s three key priorities**: the promotion of healthy living, supporting active ageing and the improvement of healthcare, as defined in our Strategic Agenda. We also encourage applicants to submit proposals for novel activities, or re-submit proposals that include novel elements, in running activities that contribute to strengthening and expanding our brand for excellence.

Moreover, the 2019 EIT Health Call for proposals refers to the **two EIT Health Focus Areas**: (1) Bringing Care Home and (2) Value from Data in Clinical and non-Clinical Settings. More details on the Focus Areas can be found in Section 4 above. Campus encourages all partners to consider how their proposal can be linked to these Focus Areas.

Graphic: 2018 Campus Activity Lines

Campus Strategic Initiatives	Training for Students	Training for Entrepreneurs & Innovators	Training for Professionals & Executives	Training for Citizens
Innovative Education	Degree Programmes	EIT Health Starter Labs	Training for Professionals & Executives	Citizen Engagement Activities



WE Health	Non-Degree Programmes	Fellowship Programmes		
Digital Activities				

Eligibility Criteria for Campus Proposals

All Campus proposals must:

- Be complete and submitted via the Plaza system before the deadline (9 April 2018, 16:00 CET).
- Be submitted by an EIT Health partner.
- Have identifiable KIC Complementary Activities (KCA): the KCA ratio to KAVA should be 75%/25%.
- Include Core and/or Associate Partners who have paid their membership fees for the year 2018.
- Involve Core and Associate Partners from a minimum of two CLC/Innostars (NB: not counting external project partners).



Specific eligibility for Campus proposals

Training for Students: Degree Programmes

These proposals must include an institution that can award transferable credits (ECTS) to participants. The Delivery of ECTS is mandatory for Degree Programmes only.

Digital Activities:

For Digital Activities, including MOOC applications, it is mandatory to show within the application that the proposal includes an EIT Health partner who has a proven track record in the design and development of Digital Learning activities, as well as production facilities to produce MOOCs.

Network Proposals:

Applications proposing the development of existing networks (E-Labs, Innovation Days and Innovation Fellowships) must demonstrate **scaling** and **dissemination** through additional partners and locations in order to be eligible.

Re-applications:

Existing activities re-applying for a second consecutive year or more must demonstrate increasing dissemination and expansion through additional partners and locations of the to be eligible.



Stage 1: Specific evaluation criteria, and relative value of these criteria

Project Excellence and Strategic Fit (30%):

- Addresses the relevance and fit with EIT Health objectives, as described in the Call.
- Addresses innovative educational and training experience: uniqueness of the proposal compared to the state of the art; the added-value that the proposal contributes.
- Addresses the critical need for EIT Health's support, demonstrating that the activity could not run without the support of EIT Health.
- Addresses the concept of knowledge triangle integration, in terms of how the educational offering is connected with Business Creation and Innovation activities of EIT Health.

Implementation (30%)

- Addresses the capacity and strength of the team/network. The proposal needs to prove that the team has the necessary expertise and ability and that the responsibilities are evenly distributed and preferably include non-academic partners in the project partnership.
- Addresses the feasibility and the workplan. The proposal needs to prove the feasibility and provide a detailed workplan to specify how the activity will be implemented.
- Addresses budget and resources, including a financial plan, to explain and specify that all costs are accounted for.
- Addresses a recruitment and marketing strategy. The proposal needs to explain how the activity identifies and recruits the right learners in a timely manner and ensures that the activity is easily accessible to the entire partnership.

Impact (40%)

- Identifies the KPIs. The proposal needs to ensure that the chosen KPIs, deliverables and outputs fit with the activities' objectives and timely implementation.
- Identifies the measurement of impact. The proposal needs to explain and specify the metrics used to measure the impact, to provide evidence of the expected impact or impact already created by the activity.
- Addresses the evaluation and monitoring of learners. The proposal needs to explain how it plans to evaluate its learners' involvement and monitor the participants during and after the activity.
- Addresses sustainability. The proposal needs to explain and specify the future of the activity and prove how it will become self-sustainable beyond EIT Health funding.
- Addresses how to ensure knowledge transfer. The proposal needs to explain how it plans to scale and disseminate the educational offering within the partnership and beyond, and how it plans to share its learnings.

Stage 2: Hearings: Campus evaluation criteria, and relative value of these criteria

- Project Excellence and Strategic Fit (20%)
- Implementation and Feasibility (20%)



- Impact (20%)
- Strength of team and collaboration (20%)
 - Excellence and experience of the activity lead and partners
 - Synergies and complementarity of the team
 - Role of personnel, absence of silos
- Commitment of partners (20%)
 - Own resources (cash, FTEs, infrastructure etc.) committed to activity
 - Commitment of partners to develop project into a self-sustaining activity, and to transfer knowledge / to scaling the activity to contribute to the highest impact as possible

Main input fields in the call form

The Plaza submission system will be available from 12 February 2018. The input fields will be available from 11 December, 2017.



8.1. Campus Strategic Initiatives

Strategic Initiatives of EIT Health Campus are designed to strengthen the ecosystem of knowledge and innovative thinking that is created by Campus and the other EIT Health pillars. The Strategic Initiatives are meant to have a positive impact on all the other programmes and activity lines within Campus and the rest of EIT Health.

(a) Call for Innovative Education

Background and purpose

One of the main strategic priorities of EIT Health's Campus pillar is to innovate education in health, and in education itself. With this core strategy in focus, Campus is calling for Innovative Education proposals to provide the partnership the opportunity to develop and test disruptive education activities that will educate the health innovators within the partnership and beyond, as well as the workforce of the future and citizens through innovative pedagogy, methodology, formats, technology and the like.

This segment of the Campus Call follows a need for exploration and experimentation in education ideas and methods, to create the potential to disrupt education and better prepare all target groups (students, professionals and executives, entrepreneurs and innovators, and citizens alike) to adapt and excel in a changing landscape. Depending on the outcome of the selected activities, this segment may become an integral part of the Campus portfolio.

What we are looking for

These innovative education proposals are meant to encourage partners to explore disruptive elements and topics in order to innovate education in health.

The criteria are open in order to ensure creativity and novelty in the proposals. Elements of the proposals can include:

- use of new educational methodologies or educational programmes;
- reference to digital transformations, e.g. involvement of novel technology;
- capacity for mass dissemination of the idea and/or method across the EIT Health partnership;
- thematically specific or not; however must be related to EIT Health strategic priorities and can address some of the highlighted Focus Areas in this Call (see introduction).

Through these novel activities, learners should:



- gain knowledge and skills to disrupt healthcare within the chosen theme or topic;
- gain knowledge and skills for developing and creating support for innovative products and services within the chosen theme or topic, and;
- gain knowledge and skills to turn a healthcare business model into a start-up venture within the chosen theme or topic.

(b) Call for WE Health Expansion

Background and purpose

WE Health (Empowering Women Entrepreneurs in Health Innovation), launched in 2017, empowers women entrepreneurs in Health Innovation by enhancing all their EIT Health innovation and entrepreneurship activities, by providing capacity building specifically tailored to their needs, and by inspiring and supporting them to pursue an entre/intrapreneurial career.

The key objectives of this strategic initiative are to develop and implement capacity building and mentoring activities and to create a network of EIT Health Women Innovators.

What we are looking for

Building on the achievements of the WE Health activity in 2017 and 2018, for 2019, partners are encouraged to collaborate and submit a joint proposal to expand the activity with the inclusion of partners from all CLCs/InnoStars, as well as diversifying the partners, including academic and non-academic partners. All women from any EIT Health activity should be encouraged to participate and be actively involved.



8.2. Training for Students

Campus Training for Students projects focus on stimulating students to advance their knowledge, skills and attitudes in a way that enhances their health-related innovation and entrepreneurial capabilities. The Campus 2019 calls for Training for Students continue to build up two activity lines with the following two calls (Summer Schools will be called for through a deferred call later in 2019):

- a) Call for Degree Programmes
- b) Call for Non-Degree Programmes

(a) Call for Degree Programmes

Background and purpose

With this activity line, we develop and support pan-European Masters and PhD programmes delivering innovation and entrepreneurship skills in areas relevant to EIT Health. Master's and PhD programmes are awarded the EIT Label, a quality seal denoting programmes combining strong scientific education, entrepreneurship training, learning-by-doing pedagogy and mobility schemes (geographical and professionals). Through these Degrees, we will contribute to raising a new generation of entrepreneurs and innovators in Europe with an entrepreneurial mind-set to further respond to EIT Health's mission.

The current EIT Health portfolio of degree programmes includes:

- 1) Two EIT-Labelled Master's programmes, which have been funded from 2017:
 - Master in Innovation in Healthcare (IHC)
 - International Master Programme in Innovative Medicine (IMIM)
- 2) Two Master's programmes supported by EIT Health to apply for the EIT Label in 2018:
 - Master of Technological Innovation in Health (MTIH)
 - Common European Master's Course in Biomedical Engineering (CEMACUBE)
- 3) One additional activity to support the development of new EIT Health Masters and PhDs:
 - Building an EIT Health PhD School (CREOLE – piloted in the field of antimicrobial resistance)

In order to ensure that programmes fit with the Campus strategy, and provide high-quality, efficiency and sustainability, we have established **four working groups** for the *Degree*



Programmes activity line². These working groups foster collaboration and increased exchange between EIT Health partners and support the development of unique new Degree Programmes (Masters' and PhDs) covering the objectives of EIT Health.

Campus encourages academic and non-academic partners to join the relevant thematic working groups to build new innovative educational programmes:

- Innovation and Entrepreneurship in Healthy Living and Active Ageing
- Technological Innovation for Health
- Healthcare Innovation and Entrepreneurship
- Health and Medical Data Analytics

What we are looking for

There are three pathways to gain support for Degree Programmes as part of the Campus Call for Proposals 2019:

1) You are an EIT-Labelled programme

Existing EIT-labelled degree programmes that aim to receive EIT Health support in 2019 are exempt from both remote and hearings evaluations because they have already been awarded the EIT Label. However, these programmes need to: submit updated plans into Plaza, based on the funding model (see details below); show how the programme plans to involve more partners and how they envision becoming self-sustaining in the future; and give evidence that they are using EIT Health funding in accordance with EIT guidelines.

2) You are ready to apply for EIT Label in 2018 and apply for EIT Health funding in 2019

For Degree programmes seeking to receive the EIT Label in 2018: Applicants may apply for the EIT Label by submitting the EIT self-assessment report by Spring 2018 to the EIT, subject to their indicative timeline, through the EIT Health labelling team (more information will be provided from the Director of Education and Activity Line Coordinator for Degree Programmes).

In addition to the EIT Label process, applicants are welcome to submit proposals for EIT Health 2019 funding by applying through Plaza in compliance with the funding model section (year of piloting) of this document (see below). These applications will go through the remote

² https://www.eithealth.eu/en_US/Campus/training-for-students/upmc



evaluation for the Call 2019 only. Programmes have to provide strong justifications for this second year of funding. The outcome of the EIT Label application in Spring 2018 will be included in EIT Health’s final assessment of the 2019 Business Plan.

3) You want to develop a novel Degree programme in 2019

For novel Degree programmes aiming to start developing in January 2019, preparing to apply for the EIT Label in Spring 2019, and to be open for student enrolment in the Fall semester of 2019: please apply through Plaza in compliance with the funding model section of this document.

Applications will go through the two-step evaluation (remote and hearing).

All pathways require that the programme be affiliated with topics of the Working Groups, and that proposals are submitted in co-ordination with the Director of Education and the Activity Line Coordinator. Therefore, the collaboration and exchange taking place at the Working Group level is integral to building up the Degree Programmes.

Funding model for labelled degrees and novel degrees preparing for EIT Label

A funding model (amounts listed as *maximum amounts*) is proposed for individual degree programmes to clarify eligible cost and amount of support partners can expect from EIT Health. Degree Programmes will have to contribute to EIT Health’s KPIs in education: at least 30 students (a prerequisite for funding) should complete the Degree Programmes. However, for the pilot year, a minimum cohort of 20 students will suffice.

This means that the total amounts available per year would be:

	Academic programme development	On-going course development	Coordination of specific EIT Health elements	Student mobility	TOTAL MAX EIT Contribution
1) Running Labelled programme	/	€50 000	€75 000	€100 000 (minimum 30 students)	€225 000
2) Pilot year	/	€50 000	€75 000	€50 000 (20 students)	€175 000



3) Year of development	€100 000	/	€75 000	/	€175 000
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(b) Call for Non-Degree Programmes

Background and purpose

In 2018, the Non-Degree Programmes activity line included Summer Schools (called for through a yearly deferred Call), Innovation Days and Sensus, all of which offer the latest interdisciplinary trends and novel teaching methods.

Innovation Days offer students an introduction to the entrepreneurship and innovation value chain of EIT Health Campus. Students work as part of a multi-disciplinary team to become familiar with how to develop a viable health innovation product or idea. They use design thinking or other innovation methodologies, working with citizens and patients to address challenges from industry and healthcare partners.

Sensus stimulates the development of health-sensing innovations by organising an international competition for teams of students. This competition gives students unique training in goal-oriented multidisciplinary teamwork and in health innovations. The main objective of Sensus is to test the feasibility of this new educational concept, with teams from ten universities working for nine months on designing, building and testing biosensor prototypes.

What we are looking for

In 2019, Campus aims to build upon these existing programmes, such that they can expand and reach all CLCs/InnoStars. Therefore, through this call, partners are invited to submit proposals for the **Innovation Days Network** and **Student Innovation Competitions**.

Innovation Days Network

For 2019, partners are encouraged to collaborate and submit a network proposal to further expand the Innovation Days into a network, in order to disseminate and scale the Innovation Days across **all CLCs/InnoStars**. This includes the possibility to extend the existing 2018 Network, provided that more partners be included. The Network must ensure that all Innovation Days offer the same quality and experience to the student participants. The network should follow a common strategy, operate and be managed in a collaborative manner, and scale high-quality offerings to its learners.



Student Innovation Competitions

Campus aims to expand its support for innovation within education itself **by using innovative education models, methods and formats**. Based on the successes of previous student competitions, Campus is calling for proposals for student innovation competitions to stimulate the development of health innovations by organising an international competition for teams of students. The student competitions can be open in terms of topics or themes on which the students innovate. What will be important in proposing activities will be to provide an innovative educational methodology as a concept to be replicated in the future, ideally to **all CLCs/InnoStars**.

Teams who are **re-applying** to continue a Student Competition need to expand in 2019, to have partners from **at least three CLCs/InnoStars**. If successful, these activities may have the possibility to build a network in subsequent years of funding.

For both the **Innovation Days Network proposal** and **Student Innovation Competitions proposals**, we encourage interested partners from all CLCs and InnoStars to attend the 26-27 February 2018 Matchmaking event in Naples, where partners who have piloted Innovation Days and student competitions will be sharing their experience and looking for more partners.

Partners and CLCs/InnoStars should indicate their interest to the Director of Education, who will inform the current activity line coordinator for Non-Degree Programmes.

Through these activities, students should:

- Gain knowledge and awareness about health innovation (e.g. how to start an own business, how to develop a product and service).
- Receive guidance for developing ideas, as well as career development (e.g. through mentoring & coaching activities).
- Obtain access to EIT Health's network of industry, public bodies, payers, healthcare providers and non-governmental organisations

Partners may also submit proposals for entirely new activities targeted to students, through the Call for Innovative Education (see section above). These activities, if selected for funding, may run as a pilot activity, with the possibility to expand the consortia and eventually build a network in subsequent years of funding.



8.3. Training for Entrepreneurs and Innovators

Background and purpose

In its “Training for Entrepreneurs and Innovators”, Campus focuses on stimulating learners to engage in the ***Entrepreneurship & Innovation Journey***: providing training opportunities offering a changed mind-set, and providing basic skills that can lead to the founding of successful businesses and improvements in healthcare. These Campus activities offer market-entry support for entrepreneurs and innovators in health, also allowing learners to get the support that they need from other entrepreneurs and innovators and the opportunity to grow their network.

Campus activities are about advancing *knowledge and skills* – going from “knows” to “knows-how” to “shows-how”. The focus of these activities is to develop a health-related entrepreneurial spirit. This will ideally result in a start-up and/or in creating viable conditions to mature innovative ideas and promising opportunities for products and services in established organisational settings (intrapreneurship).

The outcomes from the activities should be transferrable to the Accelerator and/or Innovation Projects. The proposals shall address how their activity will foster “learners” – so that they can form start-ups, which can be developed through EIT Health’s Accelerator, or create products and services that may be developed as EIT Health Innovation Projects.

(a) Call for EIT Health Starter Lab Network

EIT Health Starter Labs (E-Labs) are creative physical centres that provide opportunities to find solutions to the challenges that EIT Health addresses: healthy living, active ageing and improving healthcare for all. Current EIT Health E-Labs already form a pan-European Network to advance training in innovation and entrepreneurship. E-Labs are based in pre-existing research settings, places where Campus brings learners together to master the craft of entrepreneurship and innovation through real-life cases. The cases can be proposed by healthcare providers, public partners and private companies who are facing their own challenges in supporting innovation. Those proposing the cases can equally benefit from the work of entrepreneurship and innovation students.

What we are looking for

In 2019, Campus aims to further expand the network of EIT Health Starter Labs and ensure the inclusion of Labs from all CLCs/InnoStars as well as diversifying the network, including other academic and non-academic partners. Partners are encouraged to collaborate and



submit a network proposal that includes the possibility to extend the existing 2018 Network, provided that more partners be included, and ideally an additional CLC. The network should follow a common strategy, operate and be managed in a collaborative manner, and should scale high-quality offerings to its learners.

Applicants are encouraged to get into contact with the activity line coordinator for E-Labs with the aim of making joint proposals. A specific matchmaking event for E-Labs is planned during the general EIT Health Matchmaking Event, to be held on 26-27 February in Naples. All interested partners are encouraged to use the opportunity to contribute to the co-creation of the networks.

(b) Call for EIT Health Fellowships Network

EIT Health Fellowships are designed to change the mind-set of learners, who will develop, test and commercialise (business) ideas. The fellows bring different backgrounds to the challenge: they can be PhDs and young professionals in ICT, business, life sciences, engineering and other fields. Ideally, all fellows work in interdisciplinary groups in internal and external environments, such as universities, clinics/hospitals, industry, regional bodies, caregiving organisations and payers. EIT Health Fellowships provide three main types of support:

- Comprehensive training based on a well-defined process for needs-driven innovation (e.g. Stanford BioDesign process, etc.);
- Support from local innovation ecosystem structures, such as innovation platforms/clusters, which offer specific services and guidance during the commercialisation process;
- Access to the full capacities of the EIT Health partnership to create a market solution derived from the clear need of an international market.

This extensive undertaking involves education and training that is directed to a range of students and professionals and should ultimately result in entrepreneurial projects. Through these networks, current and future entrepreneurs should:

- Gain knowledge and understanding about challenges related to the healthcare sector, its stakeholders and the complexity of healthcare systems;
- Gain understanding of the opportunities technology can offer to healthcare;
- Gain knowledge and skills to create new products, services and ventures; and,



- Gain knowledge about regulation, data privacy, intellectual property, user-driven design, internationalisation of services, trials and decision-making in healthcare related to product and service development, and change management.

What we are looking for

To build on the previous achievements of EIT Health Fellowships, a Network including Innovation Fellowships, Startships and PHD transition fellowships was created in 2018. In 2019, Campus aims to further expand the EIT Health Fellowships Network – and ensure the inclusion of more partners from all CLCs/InnoStars as well as diversifying the network, including academic and non-academic partners. Partners are encouraged to collaborate and submit a network proposal that should follow a common strategy, operate and be managed in a collaborative manner, and scale high-quality offerings to its learners.

A specific matchmaking event for EIT Health Fellowships is planned during the general EIT Health Matchmaking Event, to be held on 26-27 February in Naples. All interested partners are encouraged to use the opportunity to contribute to the co-creation of the networks.

Partners may also propose an entirely new activity targeted to Entrepreneurs and Innovators, through the Call for Innovative Education (see section above). These activities, if selected for funding, may run as a pilot activity, with the possibility to expand and eventually build a network in subsequent years of funding.



8.4. Training for Professionals & Executives

Background and purpose

Campus Training for Professionals & Executives is intended to increase the number of skilled health professionals and leading executives in healthcare, and to improve the services they provide.

Professionals include formal and informal caregivers, industry, public bodies and NGO representatives. **Executives** include senior policy makers, decision makers working for payers and care givers, and civil servants of municipalities. These training activities place the patients and citizens in the centre of the process by moving away from a professional-dominated view and towards a holistic view. Activities in this area:

- Provide best-quality eldercare by developing improved scalable training models, such as novel curricular and health systems approaches that lead to reduced hospital visits and admissions. An example of this kind of activity is our *Care-Campus 2016-2018*.
- Educate healthcare executives within the partnership and beyond to improve their health innovation and change management capabilities. Examples include the *Future Healthcare Manager in Europe* and the *Senior Executive Programme in Global Health Innovation Management (SEP GHIM)*, which aims at enhancing the innovation capacity of the global health innovator.
- Foster intrapreneurial problem solving, such as *IME (Intrapreneur Masterclass Europe)*, a creative learning journey through classroom exploration, group problem solving and discussion.

What we are looking for

In this activity line, we are seeking to increase the outreach of our Training for Professionals & Executives activities to a wider audience (including policy makers), to gain stronger impact within this target group. In 2019, a special focus will be given to **healthy work and healthy lifestyle-related topics**, to strengthen efforts toward **prevention**. For executives, an emphasis should be placed on **changing work and/or health standards** as they currently hold in the workplace today.

Campus also encourages proposals for programmes that target **Continued Medical Education (CME)** as well as **value-based healthcare**, or the restructuring of the healthcare system in favour of patients and their health outcomes, as opposed to other interest groups. These programmes should give importance to **improving the quality and**



affordability of care and contributing to **reducing cost burdens on healthcare systems overall**. Involvement of external project partners able to provide credits of CME (e.g. European/National Medical Councils/Societies) into proposals is encouraged for increasing outreach.

In addition, in 2019 Campus aims to support Innovation Projects activities, by providing **innovation management training**. Therefore, Campus encourages the submission of proposals to provide such training.

Through novel activities, professionals and executives should:

- obtain skills and knowledge on innovating healthcare processes and provision models;
- gain knowledge in digital technology and data processing and the use of big data;
- gain knowledge and skills regarding personalized interactions with patients;
- gain knowledge and skills regarding the impact of work design, workplace design and organization design on the European work force's health;
- obtain tools for managing innovation change (e.g. leadership, change management and working with multi-disciplinary teams);
- obtain the knowledge and guidance for driving innovation (e.g. through mentors);
- gain awareness regarding patient-centred activities.



8.5. Training for Citizens

Background and purpose

Campus seeks to empower all citizens – including patients, their family, people at risk of specific conditions and informal care givers – to promote public awareness and understanding of healthy living and active ageing. The general common theme for these activities are that they should empower citizens to become aware of available knowledge, approaches, tools and methods in health innovation, so they can manage their own health while actively taking part in the innovation process.

The ambition of the Campus Citizen Engagement activity line is to emphasize high-level public outreach to facilitate meetings between general citizens and health professionals, scientists, politicians, industry, start-ups and municipal officials. Activities in this Campus activity line in 2018 included three high-level public outreach events, for example *HeaLIQs4Cities*, where citizens meet in Lifestyle Innovation Quarters to assess their health and test innovative products from SMEs. There was also a special focus on elderly citizens, for example *CoActive*, which focused on elderly citizens and encouraged them to participate in community health related activities in workshops.

What we are looking for

In 2019, Campus will place a special focus on **engaging citizens with co-creation** to include them in the innovative process and come up with solutions that in the end will impact them (e.g. to contribute to advancing value-based healthcare, placing the patient at the centre of the process). Campus also encourages proposals to promote **social inclusiveness** in health education (such as health literacy for example) and thereby address the societal challenge of an increasingly divided society (e.g. growing class inequality). Applicants are encouraged to suggest activities that will raise the interest and recruit citizens in an inclusive way, covering broad socioeconomic and educational backgrounds.

Furthermore, Campus seeks proposals that place a greater emphasis on bringing together **municipalities, healthcare providers and citizens, to improve communication mechanisms** related to health topics (for example disease awareness), and/or to develop products and applications that will ultimately benefit the citizen/patient and can potentially create a link to Accelerator and Innovation pillars of EIT Health. The goal is for **healthcare providers and medical doctors**, on the one hand, and **patients** on the other, to strengthen their relationship with better and more direct **communication**, in order to learn



from one another and to co-create innovative solutions for the benefit of the end-user (citizen/patient).



8.6. Digital Activities (addressing all Campus target groups)

Background and purpose

Digital Activities address a critical issue in the changing health education landscape: the future impact of technology on education itself, which will provide new challenges and opportunities for learners, teachers and education providers alike. This includes new challenges and opportunities, such as digital learning as an alternative to textbooks or distance learning as an alternative to the traditional university or school setting. It can also involve the use of novel technologies – such as virtual reality, simulation, apps and artificial intelligence – to deliver education and health empowerment.

Up to 2018, Campus activities focused primarily on digital learning in the form of Massive Open Online Courses (MOOCs). Campus made past MOOCs available and introduced two more online courses: *Sweet Dreams*, which raises citizens' awareness about sleep and its impact on the quality of life and proposes tools to monitor and improve sleeping in easy ways; and *CitizenHealthData*, which will educate the public about a number of new technologies that involve the patient in the process of managing their own health data as it is generated by social technologies and the Internet of Things (IoT). Re-running MOOCs from 2016 and 2017 include *Healthy Ageing in 6 Steps*, to educate citizens about healthy ageing, and *Diabetes: the Essential Facts*, specifically about diabetes.

What we are looking for

In 2019, Campus will once again welcome proposals for Digital activities, including MOOCs, which have the unique potential to reach many learners. As we know, these educational offerings are rapidly changing the landscape of science communication, health promotion and health management. Many of these activities allow unlimited participation, both in numbers and educational and professional background. To take advantage of this potential for health improvement, we will use digital activities – not only to make knowledge accessible to the broader population but also to improve formal education by implementing modern pedagogical technologies online. Some Digital activities may also go further and innovate online learning, for example, through the creation of apps.

Funding and duration (for MOOCs only)

All MOOCs will be funded for one year. MOOC funding will be supported with a maximum EIT Health contribution of €60 000. MOOCs can be stand-alone proposals or a part of a larger



proposal within another Campus activity line. MOOCs are exempted from 2018 Hearings and therefore will only undergo the remote evaluation.



Accelerator 2019



9. Accelerator

We invite partners to submit innovative, value-creating proposals in 2018, to build on and strengthen our Accelerator portfolio while synergizing and creating dealflow with the two other pillars: Campus and Innovation Projects. Programmes offered within the Accelerator should be linked to Campus projects such as summer schools, Innovation Projects and their spin-outs and/or other Accelerator activities. Participants in Accelerator programmes also have the opportunity to become part of the business chapter of the EIT Health Alumni network, which connects enthusiastic alumni to networking and community initiatives of EIT Health.

Accelerator plays a crucial role in contributing to EIT Health's mission and vision and will continue to address the major themes of EIT Health, which were presented in the update to the Strategic Agenda at the Partner Assembly on 15 September 2017³:

- Prevention and management of chronic disease
- Empowering citizens to manage their own health
- Improving healthcare systems
- Leveraging new technology and data
- Regional and universal Focus Areas (of which the later will be approved by the SB)

The EIT Health Accelerator and its EIT Health partners offer programmes that create a European ecosystem where innovation can thrive. Its goal is to gather the best and brightest health industry entrepreneurs and provide them with the support, skills and services that they need to get their ideas off the ground and into the market. Accelerator achieves this with three structured activity lines that are focused on start-up maturity.

The Accelerator is open for all business ideas coming from Campus projects like summer schools, Innovation Projects and other Accelerator pre-seed scouting activities.

In the INCUBATE! activity line, innovation training and support activities like Launchlab or other Bootcamp programmes help entrepreneurs to create a business plan out of an initial business idea in a two-month programme. In addition, local training activities are organised

³ [Strategic Agenda](#)



to augment existing programmes at CLCs, with a focus on key skills in the healthcare sector. In 2019 the Accelerator is looking to supplement the INCUBATE line further, with an Intrapreneurship Lab that will support industry partners with their entrepreneurial ventures.

In the VALIDATE! activity line, a strong emphasis is placed on helping start-ups and entrepreneurs utilise opportunities within the innovation communities. For example, entrepreneurs can find suitable Living Labs and Test Beds, use the Mentoring and Coaching Network to match mentors and coaches with individualised expertise, or gain an understanding of local/regional regulatory and reimbursement schemes and utilise formatted data sets to validate business models within the MAPs and Point Lab programmes.

In the SCALE! activity line, there will be a major focus on developing tools and networks that can provide financing for projects and small SMEs, as well as facilitating access to potential investors, such as angel networks, corporate financiers and crowd-funders. These aforementioned activities are classified as SCALE-UP! programmes. Furthermore, the Accelerator offers programmes that support expansion, or SCALE-OUT!. For instance, its GoGlobal programmes will provide European start-ups and scale-ups in the domain of MedTech, BioTech and Digital Health opportunities to expand from Europe into other international markets, such as the United States, Brazil, Japan and China.

This business creation supply chain will be key to ensuring both the acceleration of innovation projects and access to relevant facilities for entrepreneurs, start-ups and SMEs throughout the consortium.

Strategic Focus for 2019 Call

From 2018-2021 the Accelerator will specifically focus on digital infrastructure and data-connectedness. Accelerator will support the entrepreneurship community with advanced features as well as integrated use of its cross-pillar incubation pipeline, joint online tools, and access to an excellent network of incubators for additional resources and physical space. To supplement this strategic momentum and strengthen its core portfolio, EIT Health Accelerator will call for proposals in the following categories 1) EIT Health Bootcamps, 2) EIT Health GoGlobal programmes and 3) Intrapreneurship programmes.

This call introduces one novelty into the portfolio, the Intrapreneurship Programme, which seeks to strengthen the interaction between Innovation Projects and Accelerator. The other two calls, for Bootcamps and GoGlobal, are designed to strengthen the existing portfolio and increase the reach of the Accelerator. For 2018, six Bootcamps and four GoGlobal programmes were selected. For 2019, we will look for a similar or slightly increased number



of activities that provide an added value to the EIT Health Network and are able to demonstrate the EIT Health Accelerator as a European collaborator of choice to leading Incubators and Accelerators within and outside of our partnership.

The aim of these calls is to disseminate an activity across the partnership and include all CLCs. Beyond that, these programmes should follow a common strategy, operate and be managed in a collaborative manner, and support the entrepreneurial community.

To build on our achievements, we would like to reiterate that applicants should continue to work toward **EIT Health's three key priorities** as defined in our Strategic Agenda: promoting healthy living, supporting active ageing and improving healthcare. We encourage applicants to submit proposals for novel activities or re-submit proposals with novel elements, to contribute to strengthening and expanding our brand for excellence among currently running activities as well. In order to uphold the innovativeness of the Accelerator, programmes applying in 2019 are required to demonstrate their strategic fit and an exceptional understanding of the knowledge-integration triangle. Proposals must also demonstrate thoughtful collaborations with other programmes in the Accelerator as well as links to Campus, Innovation and EIT Health Alumni.

Additionally, proposals are required to indicate to what extent the activity relates to the chosen Focus Areas, as defined by the Supervisory Board of EIT Health.

Eligibility for all Accelerator Proposals

All Accelerator proposals must:

- Be complete and submitted via the Plaza system before the deadline (9 April 2018, 16:00 CET).
- Be submitted by an EIT Health partner
- Have identifiable KIC Complementary Activities (KCA).
- Include Core and/or Associate Partners who have paid their membership fees for the year 2018.

Specific Eligibility for Accelerator Proposals

All Accelerator proposals must include and describe the following elements:

- Be made available and easily accessible to the entire EIT Health Ecosystem and the entrepreneurship communities within Europe (these include all RIS communities).



- Demonstrate added-value to the activity itself and the Accelerator as a whole (i.e. the activity could not be run without the support of EIT Health and the advantages that the partnership offers).
- Be properly advertised as EIT Health supported activities (logos visible on associated websites, etc).
- Recruit participants with appropriate advanced notice.
- Use the EIT Health program processes.
- Collaborate with the 2019 Accelerator activities chosen for the business plan.
- Indicate how the activity contributes to the Focus Areas chosen for the 2019 Call.
- **Re-applications:** Note that proposals re-applying for activities to be funded for a **second consecutive year or more** should specifically address increasing **dissemination, internationalisation and/or replicability** and expansion to the entire partnership. Re-applying proposals must address the **financial sustainability of the activity** – how the activity will require decreasing EIT Health funding over time. **Note that the evaluation criteria for re-applications will require these explanations to be included in the proposals.**

Main input fields in the call form

The Plaza submission system will be available from 12 February 2018. The input fields will be available from 11 December, 2017

Selection criteria and scoring (for external evaluators)

Stage 1: Specific evaluation criteria, and relative value of these criteria

Project Excellence and Strategic Fit (30%):

- Addresses the relevance and fit with EIT Health objectives, as described in the Call and indicates relatability to the Focus Areas.
- Addresses uniqueness; proposal is comparable to existing state of the art programmes within and outside the partnership; added-value of proposal is obvious.
- Addresses the critical need for EIT Health's support, demonstrating that the activity could not run without the support of EIT Health.
- Addresses the concept of Knowledge Triangle Integration, in terms of how the Business Creation offering is connected with Education, Innovation and Alumni activities of EIT Health.



Implementation (30%)

- Addresses the capacity and strength of the team/network. The proposal needs to prove that the team has the necessary expertise and ability and that the responsibilities are evenly distributed.
- Addresses the feasibility and the workplan. The proposal needs to prove the feasibility and provide a detailed workplan to specify how the activity will be implemented.
- Addresses budget and resources, including a financial plan, to explain and specify that all costs are accounted for.
- Addresses a recruitment and marketing strategy. The proposal needs to explain how the activity identifies and recruits the right learners (e.g. from EIT Health partnership) and ensures that the entire partnership is encouraged to participate.

Impact (40%)

- Identifies the KPIs. The proposal needs to ensure that the chosen KPIs, Deliverables and Outputs fit with the activities' objectives and timely implementation.
- Identifies the measurement of impact and the contribution to the healthcare system. The proposal needs to explain and specify the metrics used to measure the impact, to provide evidence of the expected impact or impact already created by the activity.
- Addresses sustainability. The proposal needs to explain and specify the future of the activity and prove how it will become self-sustainable beyond EIT Health funding.
- Addresses how to ensure knowledge transfer. The proposal needs to explain how it plans to scale and disseminate the Business Creation offering within the partnership and beyond, and how it plans to share its learnings.

STAGE 2: Hearings – Accelerator evaluation criteria, and relative value of these criteria

- Project Excellence and Strategic Fit (20%)
- Implementation and Feasibility (20%)
- Impact (20%)
- Strength of team and collaboration (20%)
 - Excellence and experience of the activity lead and partners
 - Synergies and complementarity of the team
 - Role of personnel, absence of silos
- Commitment of partners (20%)
 - Own resources (cash, FTEs, infrastructure etc.) committed to activity



- Commitment of partners to develop project into a self-sustaining activity, and to transfer knowledge to scaling the activity to contribute to the highest impact as possible



9.1. Calls for EIT Health Bootcamp 2019

Who should apply

We anticipate that the partners likely involved are incubators, clusters, universities or industry partners with experience in supporting start-ups. Incubators or EIT Health partners with a proven track record in supporting healthcare start-ups and the ability to provide temporary office space for the teams, teaching facilities etc are sought.

Background and purpose

The EIT Health Bootcamps provide an intensive incubation programme over several weeks for teams that come from all over Europe and have the ambition to become entrepreneurs and to explore the opportunities of their health business idea. The programme helps them to design and validate their business model and discover its market potential, competition, USP and target customers.

The Bootcamp programme targets teams of MSc, MDs, PhD students and/or Postdocs who are close to finishing their courses, and young professionals who have a business idea for their product, which is still in research and development. The programme only enlists teams with at least two members. The programme should be open to teams who either want to set up a company or have just started a company (which should not be older than two years). During the Bootcamp, they will learn whether they can create a viable business model and whether, as a team, they are capable and willing to set up the company and run it.

What we are looking for

We will select 6-8 proposals that fulfil the purpose of the Bootcamp programmes, as described above, and which have the following characteristics:

- Exclusive, high-quality programme – probably with a limited number of participants (e.g around 10 teams or companies).
- The programme should take advantage of peer learning and contact between the participating teams or companies.
- The programme should provide a marketing strategy to attract the best teams for their Bootcamp programme.
- Support teams to follow-up with further EIT Health Accelerator programmes.
- As in all programmes, a strategy how to leverage the network is important as well as interacting with other EIT Health activities.



Goals of a Bootcamp programme:

- During the programme, startup teams validate their problem-solution and solution-market fit, specifically for different European healthcare markets.
- At the end of the programme, teams should be able to assess whether a technology-based, scalable business model can be built around their health tech idea.
- Therefore, the programme should specialise in areas of business ideas that will work well with the overall thematic scope of EIT Health: healthy living, active ageing and improving healthcare.'
- Together the bootcamps form a consortium with a joint call for start-up participation as well as other collaborative efforts.

Selection of teams:

- Typically, 10 teams (of 2-5 team members) can participate in each programme.
- Typically, teams are not incorporated yet in-order to meet the EIT KPI "start-up created".
- The ideal team profile in the Bootcamp programme features a combination of skills, such as business, finance and healthtech..
- Selection of the teams is based on the quality of the business idea and the team's level of commitment.

Rights and obligations of the organisers:

- The Bootcamp's organisers have no stake in the teams and eventual start-up.
- The programme should be run by a range of teachers in all relevant business areas in which to setup a company e.g. MedTech, eHealth and biotech/diagnostics, depending on the specialisation chosen for the programme.
- Experienced entrepreneurs are available as coaches during the programme period.

Funding and Programme Duration

The programme can be carried out to a high standard with an EIT Health financial contribution in the range of €100 000-€150 000 per programme, excluding €10 000 of travel and accommodation expenses per team. All travel expenses, such as travel, office space, hotel costs etc. need to be paid from this €10 000 fund. Part of it could be made



available to the participants directly or the organisation can facilitate everything for the candidates.

Timeframe:

- The programme should typically be run for eight weeks and should not finish later than October 2019. There will be one joint final presentation day in November for all programmes.
- In the first weeks of the programme the teams use the space of a partner, or an incubator connected to EIT Health, with the ability to provide a temporary office for the teams, teaching facilities etc.
- For the last 2-4 weeks, participants will start investigating the market potential in at least three countries by visiting the innovation ecosystems of other CLCs. A plan for that tour has to be included in the application as well.



9.2. Calls for EIT Health GoGlobal Programmes 2019

Who should apply

We anticipate that the partners participating have established connections to international markets or are interest in providing a unique programme and exchanging others.

Background and Purpose

The purpose of the EIT Health GoGlobal internationalisation programmes is to support European biotech/medtech/digital health start-ups/SMEs and young companies, with a view to help them expand in international markets (outside of Europe).

Target group of the applicants

GoGlobal programmes target companies that are beyond the initial start-up phase and are about to enter into an international expansion phase. Ideal participants are start-ups or young companies – SMEs that have started to sell in their home market with first customers and have the ambition to expand internationally. They do not have to provide high sales figures, but they should at least have proven that the product/service works and that customers are willing to pay for it.

The companies should fit the overall EIT Health thematic scope: healthy living, active ageing and improved healthcare.

What we are looking for

We will select at least four complementary (regarding regional distribution and Focus Area) training and support programmes that fulfil the purpose of the GoGlobal programmes as described above, and that have the following characteristics:

- An exclusive, high-quality programme – probably with a limited number of participants (e.g. around 10 companies).
- The programme should be focused one or more strategic markets.
- Personal expertise of the programme coordinators in the target countries is mandatory.
- The programme should leverage the EIT Health partnership and network.
- The programme should take advantage of peer learning and contact between the participating companies.



- The format of the programmes can vary; the most important aspect is the proven or plausible effect on the participant companies' capacity to expand in international markets.
- The programme should demonstrate an added value.
- The programme should provide a marketing strategy to attract the best teams for their GoGlobal programme.
- The targeted outcome has to be assessable, with achievable deliverables. The derived benefit should justify the requested budget (in general: max. 25% KAVA funding for new programme parts that are developed for this call and min. 75% KCA for existing programme parts that can be used in collaboration with EIT Health).
- The programme could be also open for inbound companies.

Funding and Programme Duration

- We anticipate that the programmes will be around one week long.
- The programme should be possible to carry out to a high standard with an EIT Health financial contribution in the range of €100 000–€150 000 per programme, including travel and accommodation expenses. A moderate financial contribution from participating startups is expected.
- Start and finish in 2019.



9.3. Calls for Intrapreneurship Programme 2019 (Pilot Q2 2018)

Who should apply

EIT Health will select a provider-participant consortium to apply for this call. Providers include industry/academia/sub-contractors, and participants will be current industry partners. Examples of potential candidates include: industry partners with a collaborator/service provider providing intrapreneurship training, or existing organisations (academic/industry) that provide intrapreneurship training, with a series of industry partners as recipients. Interested parties are strongly advised to contact their CLC to discuss this call.

Background and Purpose

The EIT Health Intrapreneurship programme aims to train a new generation of “intrapreneurs”; these are entrepreneurs within industry – people with the mindset and skills needed to drive innovation *within* established companies.

Intrapreneurship is innovating while operating within the strategic objectives and setting of a large organization. The aim is to apply innovation and risk-taking to turn an idea into a profitable finished product. This is something not easily achieved in highly structured organisations. Intrapreneurs have been referred to as a “secret weapon” within business (Koch, 2014), and cultivating these can potentially satisfy the need to grow a company’s core business. A key challenge is the identification support of these “intrapreneurs”.

The EIT Health Intrapreneurship programme seeks to support programmes or initiatives that can deliver training in this domain within health. Funded programmes will equip people with the skills necessary for innovation within business. The participants incorporate employees of existing companies aiming to acquire this skill set.

This initiative will directly benefit participants & industry:

- Participants acquire knowledge, skills and mindset to drive new ideas
- Industry benefits by the acquisition and/or up skilling of people equipped to, and comfortable with, driving innovation in industry; thus leading to the development of new business.

Development of an innovation culture in healthcare companies will lead to broader economic and societal impacts, and ultimately improve healthcare delivery.



What we are looking for

We are looking for a programme or initiative with a demonstrated ability to deliver intrapreneurship training. This will involve both an Innovation Process, and techniques to apply this to students and employees to achieve demonstrable outcomes.

Essential Characteristics:

- High-quality programmes, with validated methods.
- Leveraging of the EIT Health partnership and network.
- Clear connectivity between EIT Health Pillars – intrapreneurship offers a significant opportunity to connect Campus, Accelerator and Innovation – desired applicant programmes can foster this.
- Programmes with industry advisors and input.

Desirable Characteristics:

- Programmes with a minimum of one year of operation.
- An element of leadership skills/training.
- Incorporate features that drive innovation i.e. integration of start-ups, reverse mentoring initiatives.

The targeted outcome has to be assessable with achievable deliverables. The derived benefit should justify the requested budget (in general: max. 25% KAVA funding for new programme parts that are developed for this call and min. 75% KCA for existing programme parts that can be used in collaboration with EIT Health).

Depending on the applicant pool, there is potential to host this call in two phases with Phase 1 operating in 2018. To facilitate this, new or existing provider-participant consortia must be able to deliver training in Q2 2018. Pending successful completion of the pilot programme, and expansion plans for 2019, a programme is to be funded in Phase 2 (2019). Note: There is potential funding for multiple pilots, but only one initiative will receive 2019 funding.

Funding and Programme Duration

- The programme can be carried out to a high standard with an EIT Health financial contribution in the range of €100 000-€150 000€ per programme, including all travel and accommodation expenses per team. As with all EIT Health programmes, collaboration across the geographic co-location centres (CLCs) is required.



- EIT Health Accelerator programmes must be completed within the calendar year in which they are funded. As this is the first iteration of the intrapreneurship programme, duration will not be specified.

Evaluation and selection criteria of all programmes

Review process

After passing the eligibility criteria, all eligible proposals are reviewed by an external evaluation committee on the basis of the selection criteria. The highest ranked projects based on the total evaluation score will be invited to hearings. With respect to the budget and the need to develop a portfolio of programmes with complementary geographical and thematic Focus Areas, the 2019 Business Plan should contain only excellent and unique proposals. At the hearings, the proposals will be finally selected.



10. Confidentiality and conflict of interest

All proposals submitted through EIT Health Plaza are accessible only to EIT Health staff for the processing of the application. The data is shared with the assigned external evaluators, who are bound to confidentiality by contract. Furthermore, EIT Health may give access to the submitted data to sub-contractors who are tasked with maintaining the Plaza system or other parts of our IT infrastructure. These third parties are also bound to confidentiality provisions.

All external evaluators must not be in a conflict of interest, or they will be removed from their task. This stipulation is specified in bilateral contract with each evaluator who is part of the EIT Health pool. Staff of Partners of EIT Health are not involved in the evaluation process.



11. Grounds for appeal and appeal procedure

Partners may appeal the process for the selection of their own proposal(s).

Grounds for appeal are:

- Process errors
- Technical problems outside of the control of applicants (e.g. the technical failure of the electronic submission system).
- Obvious human / mechanical errors made by EIT Health staff.

What is NOT grounds for appeal:

- Scores awarded in the course of the evaluation process.

Appeal process:

- Partners should send their appeals in writing to the Management Board (addressing the CEO) as soon as they identify an error but no later than 21 days after the error occurred.
- EIT Health staff at the HQ assesses the claim and delivers a first response with the CLC in copy.
- If there are grounds for appeal, the staff will attempt to remedy the consequences as best as possible (e.g. if a technical error of EIT Health prevented the submission of a proposal, a late submission may still be accepted as eligible).
- The Supervisory Board is notified about the matter, if:
 - the Partner does not accept that the Management Board rejects the appeal;
 - there are grounds for appeal but the problem cannot be remedied anymore without disrupting the process.



12. Where to get help

All guidance, documents and webinars to support partners in the application process are available at [EIT Health Connections](#), under *Guidance for Partners*. Access to EIT Health Connections is granted using the same Plaza login + passcode combination.

On questions related to the calls for proposals, including Focus Areas, content, and strategic fit:

Innovation Projects	Jorge Fernández García, Director of Innovation	M: E: jorge.fernandez@eithealth.eu
Campus	Ursula Mühle, Director of Education	M: +49 151 1636 9604 E: ursula.muehle@eithealth.eu
	Annick Ducher, Education Programme Manager	M: +49 151 1632 6613 E: annick.ducher@eithealth.eu
	Miriam Irle, Alumni & Education Programme Manager	M: +49 151 1632 6612 E: miriam.irle@eithealth.eu
Accelerator	Kurt Höller, Director of Business Creation	M: +49 171 6248634 E: kurt.hoeller@eithealth.eu
	Joy Cürten, Business Creation Manager	M: +49 151 16326614 E: joy.cuerthen@eithealth.eu

On questions related to call proposal development, in particular support with matchmaking, identifying potential collaboration partners, and understanding the overall strategy of EIT Health:

Director CLC UK-Ireland	Katharina Ladewig	M: +44 7719 633223 E: katharina.ladewig@eithealth.eu
Director CLC Germany	N.N.	T: +49 6 21 76 44 610 E: info@eit-health.eu
Director CLC Scandinavia	Henrik Cyrén	M: + E: henrik.cyren@eithealth.eu
Director CLC Belgium-Netherlands	Menno Kok	M: +31 6 414 922 11 E: menno.kok@eithealth.eu
Director CLC Spain	Marco Pugliese	M: +34 658 204 075 E: marco.pugliese@eithealth.eu
Director InnoStars	Balazs Furjes	M: +36 20 424105 E: balazs.furjes@eithealth.eu
Director CLC France	Jean-Marc Bourez	M: +33 6 87324947 E: jean-marc.bourez@eithealth.eu



On questions related to the administrative elements of the call for proposals, including eligibility and help and support with the Plaza submission system:

Project Manager - Innovation	Kseniia Choni	M: +49 151 16326615 E: kseniia.choni@eithealth.eu
Project Manager - Campus	Oana Neagu	M: +49 151 16326617 E: oana.neagu@eithealth.eu
Project Manager – Accelerator	Salvatore Demelas	M: +49 151 53173865 E: salvatore.demelas@eithealth.eu
Project Management Office Leader	Kareen Forissier	M: +49 151 16369606 E: kareen.forissier@eithealth.eu

On questions related to the financial elements of the call for proposals, especially on cost eligibility:

Director of Finance	Felix Hage	M: +49 151 16326616 E: felix.hage@eithealth.eu
Finance Project Manager	Justine Curtit	M: +49 151-16369605 E: justine.curtit@eithealth.eu



13. Glossary of Terms

EIT Health Challenges and Objectives

A. Promote Healthy Living <i>1. Lifestyle interventions</i> <i>2. Self-management of health</i>	B. Support Active Ageing <i>3. Workplace interventions</i> <i>4. Overcoming functional loss</i>	C. Improve Healthcare Systems <i>5. Improve healthcare systems</i> <i>6. Treat & manage chronic diseases</i>
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KAVA: KIC Added Value Activities

These are KIC activities that contribute to the integration of the "knowledge triangle" – of research, business creation and higher education – including the KICs' establishment, and their administrative and coordination activities. These activities form part of the EIT's overall objectives. KAVA may be financed up to 100% by the EIT, divided into direct and indirect costs.

Direct costs are directly linked to the implementation of KAVA, and can therefore be attributed to it directly (including expenses and investments). They must not include any indirect costs.

Indirect costs are not directly linked to the implementation of KAVA and therefore cannot be attributed to it directly. Indirect costs are eligible if they are declared on the basis of a 25% flat rate of the eligible direct costs. Plaza automatically calculates the 25% flat rate. They exclude the following:

- Costs of subcontracting
- Cost for sub-granting, i.e. contributions made for example to External Project Partners (see below)
- Costs of in-kind contributions provided by third parties that are not used on the KIC LE or the KIC partner's premises
- Costs of providing financial support to third parties
- Unit or lump-sum costs

KIC LE or KIC partners that receive an operating grant financed by the EU or Euratom budget cannot declare indirect costs for the period covered by the operating grant.

KAVA: KIC Complementary Activities (KCA)



These are KIC activities linked to at least one KAVA, and which are not financed by the EIT. KCA consists of direct and indirect costs, and it must:

- Have a clear, defined link with at least one KAVA; and be funded from other sources (not the EIT).
- Be incurred by a KIC Legal Entity/Partner.
- Be proportionate to the cost of KAVA and/or to the expected impact in furthering the mission of a KIC .
- Be incurred after the designation date of the KIC (for simplicity, as of 1 January 2015).

Co-funding

Co-funding refers to financing KAVA from financial contribution sources other than the EIT, such as KIC LE/partners' own resources, etc. Co-funding contributes a minimum 75% share of global expenditure. Unlike with KCA, co-funding may not come from other EU (non-EIT) funding sources.

External Project Partners, or 'sub-grantees'

External project partners who are included in the implementation of the action but are neither EIT Health Core nor Associate Partners, nor one of their linked/affiliated third parties, can receive a maximum EIT contribution of €50 000 per year.

Important: They also need to be entered on Plaza in order to be added to a proposal. Reach out to the **Project Management Office** for details.

Sub-Contracting

"Direct costs of subcontracting" is one of the cost categories in EIT Health. To be eligible, they must be foreseen at proposal stage, and mentioned in the Business Plan and its budget tables. However, later, only actually incurred costs will be reimbursed (principle of actual costs).

Outputs

The specific technology, product, service, method, design, concept, methodology, approach, etc., created by a KIC added-value activity. Outputs can also be intangible.

Output examples: New products or processes, transformation of existing products, innovative training modules, new qualifications, guidance material for new approaches and methodologies, TestBeds and experimental facilities, prototypes, patents, publications, etc.



Deliverables

Tangible documents, media or other artefacts encapsulating the quantifiable outputs (e.g. products or services) created by a KIC added-value activity for a specific objective and defined in the Business Plan for each specific activity. The deliverables are additional outputs produced at a given moment during the action. Core KIC documents (plans and reports that support KIC work) are part of the KIC planning and monitoring process and should not be listed as deliverables of KIC added-value activities.

Deliverable examples: Workshop proceedings, summaries, comparative studies, market analysis reports, handbook and training tools, workshops, conferences, etc.

KPIs

Key Performance Indicators: these are quantitative metrics that measure progress towards reaching a goal or objective over time. KPIs are typically associated with target values. EIT Health will measure its impacts by means of a KPI scoreboard. Follow this [\[link\]](#) for a complete list and definitions of [EIT Core](#) and [EIT Health Monitor KPIs](#).

