eit Health

2021
Business Plan
CALLS

AMENDED
14 April 2020

Amendments

Amendments made 27 November 2019 were on these pages:

5	23	28
10	24	
16	27	

Amendments made 23 February 2020 were on these pages:

8	24	46
10	26	48
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22	41	62
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Amendments made 11 March 2020 were on the following pages:

10	19	24
11	22	25
13	23	26

Amendments made 14 April 2020 area all marked in red and were on the following pages:

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Introduction and Overview

1. Introduction

EIT Health is seeking to build a strong and impactful portfolio of activities to run in 2021 and beyond. With this call for proposals, we specify what activities we are expecting and explain the details on how to participate.

We hope to see great proposals and we are committed to support all those interested in building impactful projects. I encourage any potential applicants to make use of our great team at the Co-Location Centres (CLCs) and InnoStars to obtain guidance and feedback, and to get support with connecting to other partners across the network.

Furthermore, I encourage all to engage in the Matchmaking events, to take the opportunity to revive existing partnerships and build new ones. We have listened to last year's feedback: This call is launched earlier and there are more, larger Matchmaking events.

The call features some novelty, of which I would like to highlight a few examples: The "Start-up Amplifier" will allow qualified start-ups to assume a stronger role in collaborative Innovation Projects. I am also glad we are now more explicit that, along with bringing in new products and services, Innovation Projects can additionally focus on the testing and implementation of novel organisational and healthcare delivery processes. With the Accelerator Ecosystem Call, existing regional or international programmes that add value to the entrepreneurial community are invited to submit a proposal. These activities will not receive any funding but will benefit from the EIT Health label of excellence and promotion by the EIT Health network and its channels.

Given recent global developments and the COVID-19 crisis, we are now inviting proposals to address pandemics. You find the topics in this document.

The projects starting under this call are intended to be financed under the new Horizon Europe budget for the EIT. As the legislative process is not completed yet, this call may be subject to amendment. Also, the available budget is not fully clarified, which is why we have not indicated the exact number of activities we fund. This will become clearer over the following months.

We hope that this call will inspire a lot of great activities that will help us to reimagine our healthcare systems in Europe, and ultimately support people to lead healthier and longer lives.

Jan-Philipp Beck

CEO of EIT Health

Getting involved if you are not part of EIT Health (yet)

Participation in the EIT Health Business Plan 2021 Calls for Proposals may be easier than you think.

EIT Health is a consortium of approximately 150 best-in-class Partners from academia, research, and the healthcare and pharma industries, as well as healthcare providers and payers. This network was created with the understanding that bringing together such diverse perspectives, abilities and strengths can drive the kind of healthcare innovations that improve people's lives. Activities proposed under this call require participation of one or more EIT Health Core or Associate Partners, listed here.

Nonetheless, the partnership is open to others who can add their own value in encouraging innovation in healthcare.

Ways in which non-partners can work with EIT Health:

- Non-members can participate in consortia as "External Project Partners" in projects that are led by Core or Associate Partners. Find out more about types of partnerships here.
- Innovative start-ups now have the possibility to be at the core of the project, even if they are not EIT Health Partners. The Start-up Amplifier allows start-ups to drive Innovation Projects and receive up to €500 000 in support, in exchange for giving EIT Health options that can be sold or converted into equity.

Join us by becoming an EIT Health Partner

If you are not yet a member: EIT Health welcomes new Partners! See more about becoming a Partner here.

Learn more and get help in participating

If you are interested in cooperating with EIT Health, you can get help and more information by contacting the Regional Office (CLC or InnoStars) corresponding to your location:

- Belgium-Netherlands: info@eithealth.nl
- France: contactfrance@eithealth.eu
- Germany (including Austria and Switzerland): clc.germany@eithealth.eu
- Scandinavia: Anita.haggstrom@eithealth.eu
- Spain: clc.spain@eithealth.eu
- UK-Ireland: clc.uk-ireland@eithealth.eu
- InnoStars (Hungary, Italy, Poland and Portugal and the Regional Innovation Scheme countries): innostars@eithealth.eu

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2. Origin of the Calls for Proposals

The EIT Health Calls for Proposals represent an important milestone in EIT Health's portfolio development, bringing our partners together around innovative projects to better the lives of European citizens, and thereby enabling us to achieve our strategic goals. The calls are the result of intense deliberations among EIT Health's innovation coordinators, the Business Creation Core Group and the Education Committee, where all regional Co-Location Centres are represented. In particular, this call takes into account our experiences and learning from previous portfolio development, and introduces better processes, while ensuring the best projects can be submitted and funded. The overall process, including the evaluation and selection criteria, has been confirmed by the EIT Health Supervisory Board. All applicable criteria, processes and relevant dates are included in this current call document.

3. All Calls at a Glance

The table below captures the different calls in the three pillars: Innovation, Campus, and Business Creation (Accelerator).

Innovation Projects (Innovation)

Innovation Projects address the societal challenges tackled by EIT Health. These projects bring together new partners from throughout the consortium and beyond who are now collaborating to offer better health and healthcare to European citizens. The ultimate objective of the projects should be the rapid market penetration of innovative products and services, and/or the testing and implementation of novel organisational structures and healthcare delivery processes.

Training for Students (Campus)

These types of Campus programmes focus on stimulating students to advance their cross-discipline knowledge, skills and attitudes, so they can develop health-related innovation and entrepreneurial capabilities. For 2021, we are looking for novel proposals that help us continue to develop our strategy further within the following sections: 1. Continuing Degree Programmes, 2. Innovation Days, and 3. Summer Schools.

Training for Entrepreneurs and Innovators (Campus)

In its Training for Entrepreneurs and Innovators, Campus focuses on stimulating learners to engage in the "Entrepreneurship and Innovation Journey": providing training opportunities that offer a changed mind-set, and teaching basic skills that can lead to the founding of successful businesses, investment and better outcomes in healthcare. For 2021, there will only be one dedicated call in this line, for the EIT Health Fellowship network. The goal of that call is to accelerate the expansion of our flagship fellowship training opportunities.

Training for Healthcare Professionals & Executives (Campus)

Campus Training for Professionals and Executives aims to increase the number of skilled health professionals and leading executives in healthcare, to improve the services they provide to patients and citizens, and to develop, manage and adopt healthcare innovations in their everyday work. Through this call, Campus is seeking trainings designed for upskilling the health and healthcare workforce to meet the current challenges of an ageing society, demographic changes or technological innovations due to the digital revolution.

Training for Citizens and Patients (Campus)

Campus seeks to empower all citizens – including patients, their families, marginalised populations and other vulnerable groups, people at risk of specific conditions and informal care givers – to promote public awareness and understanding of health, to educate citizens and to include them in the co-creation of healthy living and active ageing. The common theme for these trainings is that they should enable a holistic citizen and patient pathway, with a strong focus on individual behavioural change, as well as changes in organisational and population health that will result in better health and care delivery and innovation uptake.

INCUBATE! (Accelerator) – Calling for New and Continuing Bootcamp Programmes as well as other Continuing Programmes

In the Accelerator INCUBATE! activity line, EIT Health Bootcamp Programmes train entrepreneurs and innovators to create robust business plans based on their business ideas, and to validate product-solution/product-market fit in intensive programmes of up to four months. 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 programme of a minimum of 28-days (of which 15 days must be face-to-face) for European teams with 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. Part of the programme will be the centrally organised EIT Health Bootcamp Tour where participants will investigate market potential in other countries by visiting the innovation ecosystems of other CLCs.

VALIDATE! (Accelerator) – Calling only for Continuing Programmes

In the Accelerator VALIDATE! activity line, a strong emphasis is placed on helping start-ups and entrepreneurs utilise opportunities within the innovation communities. We ask Accelerator activities within the Validate line with the ambition to continue activities in 2021 to apply and undergo a full evaluation procedure, just as in the previous years. Unless a different arrangement is agreed upon within the consortium, the activity leaders from previous years are requested to hand in the continuation proposal. Usually the partner consortium remains, but modifications as a result of previous experience or input from matchmaking events are welcome. The consortium is encouraged to include new partners if they can contribute significantly to existing or new work packages.

SCALE! (Accelerator) – Calling only for Continuing Programmes

In the Accelerator 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 financers and crowd-funders. We ask Accelerator activities within the Scale line with the ambition to continue activities in 2021 to apply and undergo a full evaluation procedure, just as in the previous years. Unless a different arrangement is agreed upon within the consortium, the activity leaders from previous years are requested to hand in the continuation proposal. Usually the partner consortium remains, but modifications are welcome. The consortium is encouraged to include new partners if they can contribute significantly to existing or new work packages.

Ecosystem (Accelerator) – Calling for New Programmes

The Accelerator Ecosystem Call is a new activity line that supports existing regional or international programmes that add value to the entrepreneurial community. These activities will not receive any funding but benefit from the EIT Health label of excellence and promotion by the EIT Health network and its channels. Interested partners may apply as a consortium and benefit from the support of all actors of the EIT Health Accelerator community.

4. Focus Areas (FA) and Citizen and Patient Engagement

Focus Areas (sometimes referred to as "FAs") fall within the scope of the themes defined in the EIT Health Strategic Agenda. A Focus Area "zooms in" on a particular aspect, covering related challenges as well as desired impact. You can find a full presentation of the Focus Areas here.

For the Business Plan 2021, Partners may only select **ONE** Focus Area per proposal.

The six EIT Health Focus areas are:

BRINGING CARE HOME: From institutional delivery to health delivered at home – EIT Health will deliver optimal home-based healthcare to older citizens, and consequent financial benefits to society, by designing and demonstrating innovation in home care service and systems.

HARNESSING THE POWER OF REAL WORLD DATA (RWD): From conceptual vision to tangible value – EIT Health will launch RWD initiatives that are robust, inform valid healthcare decisions and demonstrate potential to be scaled up, thereby establishing a framework for EU leadership in access and analysis of RWD.

CREATING THE ENABLING ENVIRONMENT FOR HEALTHCARE TRANSFORMATION: From the current challenge to a sustainable future – EIT Health will deliver an organisational evolution in healthcare management, with value-based benefits for citizens and consequent financial benefits to society, by designing and demonstrating innovation in management models and aligned training.

TOWARDS HEALTH CONTINUUM CARE PATHWAYS: From treatment centric limitations to the health continuum breadth – EIT Health will lead the reform of care pathways, undertaking the design and evidence-based implementation of innovative care and health delivery solutions.

EMPLOYER LEADERSHIP IN IMPROVING HEALTH OUTCOMES IN THE WORKPLACE: From workplace to health place – EIT Health will deliver improved healthcare to employees, and consequent financial benefits to employers, by going beyond the traditional expectation of employer responsibility for health in the workplace.

FOSTERING HEALTHY LIVES BY INTRODUCING BEHAVIOURAL CHANGE: From dealing with disease and disability to healthy lives – EIT Health will supply the tools and incentives to help citizens modify their way of life to prevent early onset of ageing, disease and disability and to profit from more years in health and wellbeing. EIT Health will focus on providing opportunities, especially to children, and other vulnerable and marginalised groups in society.

Citizen and Patient Engagement

All EIT Health activities shall collaborate toward improving the health and well-being of European patients and citizens, following a people- or patient-centred approach, where individuals' specific health needs and health outcomes are the driving force behind healthcare decisions and quality measurements. The primary goal is improvement of both individual and population health outcomes, e.g. through improved satisfaction scores among patients and their families, improved resource allocation and/or better adoption of technological tools. Following his approach, we aim for a high level of engagement of patients and citizens over our entire portfolio, from very early onwards in the lifespan of an EIT Health supported project or activity. Citizen and patient engagement shall be clearly defined in designated deliverables and outputs.

Examples of ways to empower and integrate citizens in proposals:

- Active engagement of citizens, patients, and patient organisations in the development and co-creation of trainings directed to the prevention and delivery of care and health outcomes.
- Partnership with patients and patient organisations in the delivery of both preventive measures and care.

- User validation, taking advantage of EIT Health's network of Living Labs and Test Beds, or any other approved patient/user test method.
- Use of patient and citizen data to identify and develop novel integrated solutions for care.
- Collaboration with regions/cities to scale up and implement projects/initiatives.

Examples of Citizen and Patient KPIs:

- Citizen Outreach (e.g. MOOCs, Festivals)
- Citizen engagement
- Number of citizens using our services
- Number of Patients involved in projects

4.1 Addressing pandemics

Given the recent coronavirus spread and global pandemic of COVID-19, submissions are also welcome that address one or more topics related to the prevention and management of the current, as well as potential future, pandemics:

- Hinder disease spread and prevention of outbreaks:
  - Social distancing measures
  - Travellers' tracking and monitoring
  - Contagiousness/(de)confinement and hygiene management
- Optimise screening and diagnosis:
  - Efficient testing on a permanent level to control future outbreaks
  - Evaluation of digital biomarkers
  - Remote triage
  - Assessment of acquired immunity
  - Triaging of infected persons to determine optimal treatment
- Treat people better:
  - Secondary infections treatment. Manage other diseases.
  - Remote care of the sick and vulnerable
  - Healthcare services at elderly homes
  - Intelligent monitoring of patients during (intensive) treatment
- Healthcare organisation's resource management, logistics and supply chains:
  - Healthcare facilities resource management (also cross-border in near-border regions)
  - Security of supply of essential medical equipment and resilience of global supply chains
  - Shortage of medical staff (re-training, robots, AI-powered assistance)
- Data-driven initiatives:
  - Utilisation of "big data" will be most likely instrumental in all projects; also 'stand alone' data projects can be envisaged that offer services for various applications, particularly focusing on trans-national approaches for much accelerated information and data sharing.

5. Preparation and Procedure for Proposal Submission

This section refers to overall training. Specific training related to the pillar strategy is detailed in the separate pillar call sections.

5.1. General Webinars and Plaza Training

The Project Management Office will be offering two webinars with useful information for applicants:

- **Webinar on 15 January 2020 at 11am CET (Munich time.) Click here to join!**
- **Webinar on 04 March 2020 at 11am CET (Munich time.) Click here to join!**

No prior registration is required for participating in the webinars. The recordings and slides of the webinars will be made available for partners on Connections. (If you are not on Connections, request access here.)

The Project Management Office will also be present at the third Matchmaking event in Berlin (4-6 February 2020), where they will present relevant information about proposals for the BP 2021.

The Plaza proposal forms will be available as of 15 November 2019 at EIT Health Plaza.

5.2 Templates for Proposals

As the Plaza submission system will only be available as of 15 November 2019, templates for the main input fields will be available on Connections as follows:

- Innovation: 10 October 2019
- Campus: 20 October 2019
- Accelerator: 20 October 2019

5.3. Eligibility Criteria for all Proposals and Partners

The following are eligibility criteria for **all KIC partners and for all calls**:

- Project leaders must have submitted their Expression of Interest/Letter of Intent no later than **11 December 2019, 16:00 CET** (Munich time). In light of the changes made to this call in February 2020, EoIs for Innovation Projects may be changed after this deadline if they are to specify that the Start-up Amplifier will be used for the project. **New Expressions of Interest on the topic of pandemics may be submitted by email, to the relevant CLC/InnoStars, until 27 May, 4pm CEST (Munich Time)**
- **Complete submission by the deadline:**
  Proposals for the following calls must be complete and submitted via the Plaza system by an EIT Health KIC Partner before the deadline (**1 April 2020,16:00 CEST** (Munich time)):
    - Training for Students (Campus)
        - Continuing Degree Programmes
        - Innovation Days
    - INCUBATE! (Accelerator)
        - Continuing Programmes

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- VALIDATE! (Accelerator)
- SCALE! (Accelerator)

Proposals for the following calls must be complete and submitted via the Plaza system by an EIT Health KIC Partner before the deadline (**8 July 2020,16:00 CEST** (Munich time)):

- Innovation Projects (Innovation)
- Training for Students (Campus)
  - Summer Schools
- Training for Entrepreneurs and Innovators (Campus)
- Training for Healthcare Professionals & Executives (Campus)
- Training for Citizens and Patients (Campus)
- INCUBATE! (Accelerator)
  - All (New and Continuing) Bootcamp Programmes
  - Ecosystem Call (Accelerator)

- Proposals must be submitted by an EIT Health Core or Associate Partner, or a Linked Third Party. Exceptions apply for Innovation Projects under the new Start-Up Amplifier Tool.

- Proposals must include only Core and/or Associate Partners who have paid their membership fees for the year 2020. See a complete list of Partners on this page.

  Note on Partners: The funding for Associate Partners is capped at €350000 p.a. Should the total grant allocation after the hearings of Associate Partners exceed the €350 000 cap, the Associate Partner must decrease or redistribute funds to other project partners, in order to be within the €350 000 cap. This must be done during the "fine tuning" stage and prior to submission to EIT.

  Note on Linked Third Parties/Affiliate Parties (called LTPs): Please note that Linked Third Parties that intend to participate in the calls and are not yet registered to the Framework Partnership Agreement (FPA) must initially be included in the call under the KIC Partner. If the proposal is selected for the BP 2021 portfolio, the Linked Third Party will be requested to register to the FPA, following the approved process. In cases where the LTP is leading the project, the KIC Partner must be active in the Business Plan – this means that the KIC Partner must have an allocated budget and dedicated tasks in the Business Plan.

  Note on External Project Partners (EPPs): Please note that unregistered External Project Partners that intend to participate in the calls and are not yet registered to the Framework Partnership Agreement (FPA) must initially be included in the call under the KIC Partner. If the proposal is selected for the BP 2021 portfolio, the External Project Partner will be requested to register to the FPA, following the approved process. For External Project Partners applying to the Start-Up Amplifier Instrument, please see the relevant section in the Innovation Calls Section.

- The EIT Health Business Plan will have a maximum reimbursement rate of 80%, i.e. 20% of costs must covered by the Partnership and the EIT Health organisation (HQ and CLCs/InnoStars). All projects are encouraged to contribute as much co-funding as feasible. EIT Health' portfolio selection will also be steered by the overall requirement to achieve a reimbursement rate of 80% overall. In case, this cannot be achieved, all projects may be asked to increase their co-funding prior to granting. If there are any questions, please find definitions on co-funding at this link.

- All for-profit KIC Partners (with a legal form classified as "Private" and "Business") must contribute at least 30% co-funding (maximum reimbursement rate of 70%) of all KAVA costs for all projects or activities of the EIT Health portfolio. However, KIC Partners that are SMEs of the type "small" or "micro-enterprise" shall be able to have a maximum reimbursement rate

of 100%. [See this document for more information](#). For a complete list of for-profit entities at EIT Health, please go to Plaza under [Partner Information](#). Please consult the Glossary of Terms for the definition of "co-funded KAVA".

- Proposals must involve Partners from a minimum of two CLCs/InnoStars.
- See Individual Pillar sections for more information on Pillar-specific Eligibility Criteria.

5.4. Evaluation and Selection Process

5.4.1 Important events and dates for proposal preparation

All partners are invited to the three international Matchmaking events that will provide an opportunity to discuss and develop ideas as well as to form initial teams for projects that can address the BP2021 call for project.

- **23-24 October 2019, Barcelona, Spain**
- **4 December 2019, Paris, France**
- **4-6 February 2020, Berlin, Germany**

5.4.2 Proposal Submission

The submission of each proposal will follow a two-step-approach, deadlines are indicated above in section 5.3. Projects leaders have to submit an Expression of Interest followed by a full proposal.

Please see individual Pillar sections for additional requirements for submission of a proposal.

5.4.3 Evaluation and selection timeline

Indicative timelines for the respective call deadlines are as follows:

For the calls closing on 1 April 2020:

	Call Doc Publication	Expressions of Interest due	Call closes	Remote evaluations	Invitation to hearings	Hearings	Letters to Partners
Campus	11 Oct 2019 amended thereafter	11 Dec 2019	1 April 2020	1-20 April 2020	30 April 2020	2-5 June 2020	20 July 2020
Accelerator						18-22 May 2020	

For the calls closing on 8 July 2020:

	Call Doc Publication	Expressions of Interest due	Call closes	Remote evaluations	Invitation to hearings	Hearings	Letters to Partners
Innovation	11 Oct 2019 amended thereafter	11 Dec 2019 / *27 May 2020 for proposals addressing pandemics*	8 July 2020	20 Aug- 6 Sept	18 Sept 2020	26-30 Oct 2020	30 Nov 2020
Campus	11 Oct 2019 amended thereafter	11 Dec 2019 / *27 May 2020 for proposals addressing pandemics*	8 July 2020	20 July- 20 Aug	18 Sept 2020	19-30 Oct 2020	30 Nov 2020
Accelerator	11 Oct 2019 amended thereafter	11 Dec 2019 / *27 May 2020 for proposals addressing pandemics*	8 July 2020	20 July- 20 Aug	18 Sept 2020	19-23 Oct 2020	30 Nov 2020

5.4.4 Evaluation Criteria

The detailed Evaluation Criteria for both the Remote and in-person Hearing evaluations are given in each Pillar section. The weighting of different areas, however, is aligned across Pillars (see below).

Evaluation Criteria for New Applications: All Pillars

- Project Excellence and Strategic Fit   (20%)
- Implementation and Feasibility   (40%)
- Impact and Sustainability   (40%)

Evaluation Re-Applications: Accelerator and Campus

- Project Excellence and Strategic Fit 2021   (20%)
- Implementation and Feasibility 2020   (20%)
- Implementation and Feasibility 2021   (20%)
- Impact and Sustainability 2021   (40%)

5.4.5 Proposal Review

All eligible proposals will be evaluated. The evaluation process involves the following stages:

1) **STAGE 1:** Remote Expert Evaluations
2) **STAGE 2: Hearings**: (with the exception of EIT Labelled Degree Programmes, MOOCs, Summer Schools and Short Courses for Professionals (see Campus Call Section for more details.)

   Due diligence for Innovation Start-up Amplifier Instrument Applicants only. (See Innovation Call Section for more details.)

STAGE 1: Remote expert evaluation

Each eligible proposal is evaluated by five independent external evaluators based on the criteria described in the relevant section – Innovation, Campus or Accelerator. The evaluators are contracted by EIT Health e.V. and receive training on the EIT Health strategy, rules and procedures. They are instructed to check for conflict of interest and to inform the EIT Health HQ, if necessary, before evaluation of the proposal proceeds.

A maximum of **100 points** will be awarded by each reviewer during the remote evaluation. The final remote evaluation score will be the average of all remote reviewers' scores. Invitations to hearings will be based on the scoring/ranking from the remote evaluation.

Note that the Campus proposals requesting less than €100 000 in EIT Funding, such as individual MOOCs and Summer Schools, will **not** undergo Hearing Evaluations in 2020. In such cases, the Remote Evaluation will amount to 100 points.

Invitations for hearings will be issued to the Activity Leader named in the proposal. The Activity Leader must communicate the results to the appropriate members of the team in order to prepare for the hearings.

Invitations to hearings will be based on scoring/ranking from the remote evaluation.

STAGE 2: Hearings

The hearings are conducted by an Evaluation Board for each pillar. Please see indicative timings in the table above. The Evaluation Board for the hearings will consist of five external experts and will be chaired by a member of the HQ management team. The external experts for all Evaluation Boards will be appointed by the EIT Health Supervisory Board. The composition of the Evaluation Boards

will be published prior to the hearings. Prior to hearings, the external experts will receive training on the EIT Health strategy, rules and procedures. Hearings will be face-to-face and take place in Munich or be conducted fully online, depending on possibilities. One method will be chosen for the entire call.

For Innovation and Campus proposals, a maximum of four participants is allowed. For Accelerator, a maximum of three participants is allowed. Participation of the project's leader is mandatory and is counted in the maximum number of participants.

Hearings guidelines will be communicated directly by the pillar teams.

A maximum of **100 points** will be awarded from the hearings by each reviewer. The final hearing score will be the average of all hearing reviewers' scores.

5.4.6 Final selection criteria for the Business Plan

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

- The score obtained by each proposal in the remote evaluations and in the hearings. The final score will be calculated based on 25% of the remote evaluation score + 75% of the face-to-face hearing score.
- Overall alignment with EIT Health strategic agenda, as validated by the EIT Health Management Board and the Partner Assembly.
- 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 €350 000/year. This will be enforced at the selection stage.

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

Additional Final Selection Criteria that apply to individual Pillars, will be given in the respective sections.

5.4.7 Feedback from Evaluators

Proposals selected to be included in the 2021 Business Plan will be informed in writing and should be available in the six to eight weeks thereafter for proposal fine-tuning based on evaluator comments. All proposals will receive their scores and detailed evaluator feedback by dates indicated above.

6. Confidentiality and Conflict of Interest

All proposals submitted through EIT Health Plaza are accessible only to EIT Health staff members for the processing of the application. Proposals are 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 that are tasked with maintaining the Plaza system. These third parties are also bound by confidentiality provisions.

The EIT Health staff is bound by the policy on conflicts of interest. All external evaluators are contractually bound not to be in a conflict of interest, or they will be removed from their task.

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Staff of partners of EIT Health are not involved in the evaluation process. Furthermore, members of the Strategic Boards (SIB, SEB, SAAB) cannot be involved in projects.

7. Grounds for Appeal and Appeal Procedure

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

The only grounds for appeal are:

- Process errors.
- Technical problems beyond 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 assess the claim and deliver a first response with the CLC in copy.
- If there are grounds for appeal, the staff will attempt to remedy the consequences (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:
  - o the partner does not accept that the Management Board rejects the appeal, or
  - o there are grounds for appeal, but the problem cannot be remedied any more without disrupting the process.

8. Where to Get Help

All guidance, documents and webinars to support partners in the application process are available at EIT Health Connections, either under Guidance for Partners or under the Calls section. **NOTE: Access to EIT Health Connections is granted using the same login and passcode combination as required for Plaza. Please register to EIT Health Plaza at least one month prior to submission here.**

For questions related to the content of the calls, support with matchmaking, identifying potential collaboration partners and understanding the strategy of EIT Health, reach out to your Pillar CLC Manager:

Pillar: Innovation

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Julia Palma	Spain	julia.palma@eithealth.eu
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Pillar: Campus (Education)

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Pillar: Accelerator (Business Creation)

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eit Health

2021 Business Plan CALLS

Innovation

Contents of the Innovation Projects Call

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1. About Innovation Projects

Through the previous calls, we have developed a strong portfolio of Innovation Projects addressing the societal challenges and Focus Areas tackled by EIT Health. These projects have brought together partners from throughout the consortium, who are now collaborating to bring better health and healthcare to European citizens. We are looking to expand and consolidate our portfolio of high-quality, strong and balanced projects. To that end, some modifications will be implemented in this Call:

- The launch of a new instrument, the Start-up Amplifier, which allows a defined type of external project partners to drive or be at the core of Innovation projects under specific conditions. This new instrument is the instrument of choice wherever the external project partner is a for-profit SME that will be exploiting the project results for the commercialisation of a product or service or a combination thereof. The SME must fulfil the eligibility criteria for the Start-up Amplifier (see below, section 1.3). For the avoidance of doubt: Innovation Projects that have an SME as the key commercialising partner at its core, must use the Start-up Amplifier and comply with its eligibility criteria; otherwise the Innovation Project will not be eligible for funding.

- Innovation Projects that commit to the creation of a start-up during their lifetime that will then commercialise the results of the project, have to commit to making budget for incubation services & direct funding available to the start-up that will be created during the project lifetime. This funding needs to be made available from the requested EIT funding and may not exceed 500 K EUR over the three years for the benefit of the start-up. Funding for the start-up will be made available in return for options for EIT Health (same financial and contractual model as described in 1.3.1. "Start-up Amplifier"). Incubation services can be either within the partners in the consortium or with external accelerators. Incubation services can also be provided to the start-up free of charge. Start-up needs to be created no later than half-way through the Innovation project (for example, no later than month 18 in a 36-months project).

- Innovation Projects not driven by a start-up and that also do not foresee the creation of such company, are asked to pay a success-based financial contribution to EIT Health (please see section 1.2). This is the case for both 'market-facing' as well as 'system and organisational innovation projects'. Projects including External Project Partners (EPP) who are direct commercialising entities are not eligible in this funding model frame. This model is only applicable to Innovation Projects with EIT Health partners as commercialising entities. Exception will be made for an EIT Health partner granting a license to an EPP who will exploit the results that the partner owns. In this case, the project will be eligible if the EIT Health partner licensing pays the success fee.

- An improved and more comprehensive Stage 0 service, which supports applicants in preparation of Innovation Project proposals. Improvements include an enhanced role of CLC/InnoStars staff in the process.

EIT Health seeks to support projects aiming for rapid market penetration of innovative products and services, and/or the testing and deployment of novel organisational and healthcare systems' processes. We thus consider two different typologies of projects:

- *Market-facing Innovation Projects:* Projects developing products and/or services that will generate immediate revenues when introduced in the market.

- *System and Organisational Innovation Projects:* Projects that have the main purpose of achieving radical transformations in healthcare systems and organisations to improve patients' health outcomes (i.e. generating efficiencies or costs savings) but do not necessarily create products or marketable services. This transformation should be carefully planned and

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evidence-based, and should demonstrate a strong sustainability case once the funding period is over.

Furthermore, many consortium compositions can be envisioned. As a rule of thumb, the lead of the consortium would be the partner that will bring the solution to reality once it has been validated. This can be a company partner (corporate or start-up), in cases where the project develops a new or improved technology that will be part of the companies' portfolio. It could be a healthcare provider, in cases where the innovation will be introduced into a hospital or (another) healthcare environment. The lead of the consortium could also be a region or municipality, in cases where the innovation is directed towards citizens' interests, such as the deployment of primary prevention programmes or health promotion initiatives. Consortia should be capable of producing a complete solution that satisfies an identified need and should use a well-founded business model that would allow deployment of the innovation in at least two European markets.

Focus on industry participation in Innovation Projects

Based on our experience, the participation of industry in Innovation Projects strengthened based on the following principles:

- The strategic goals of the industrial partners related to the project are clearly established from the beginning and fit the outcome proposed within the proposal.
- The project is supported by senior management and engages the relevant departments (e.g. market access, marketing, sales, regulatory, institutional or public relationships, etc.)
- Industry partners demonstrate how they will create value from the use of public funding and why public funding should be granted to for-profit organisations. This implies, for instance, access to new markets, sufficient co-funding engagement (which can exceed the 30% rule) during the project lifetime or showing high involvement in previous activities linked to the project.
- The project cannot be a research project. The technology should already be tested and mature enough to avoid implementation of technology de-risking phases during the project.
- Industrial partners commit to contribute significantly to the impact created through the project. This can be the launch of a product or a service, the participation in the creation of a start-up, the implementation of a new organisation etc.

## 1.1 Maturity and Sustainability Expectations

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 and/or additional external financing.

Market-facing innovation project proposals will have to use the CIMIT Maturity Innovation Template to demonstrate their Maturity start level. (Please refer to the Annex for further details on maturity level definition and development.) Market launch/deployment/regulatory approval for the innovation should be targeted within a maximum of three years after completion of the project, and a clear pathway must be presented in the proposal.

System and Organisational Innovation Project proposals can use other maturity evaluation frameworks (e.g. SCIROCCO, HIMSS-EMRAM, MethoTelemed-MAST, HSPA, etc.) as a foundation to demonstrate the soundness of the concept. For these System and Organisational Innovation Project proposals, in addition, Health Economics studies will have to be already in place to show the current state of the art and to foresee the potential socioeconomic benefits that would derive from the results of the project. Moreover, such projects must have their innovation approach fully and successfully implemented in at least two settings by the end of the project in a relevant environment.
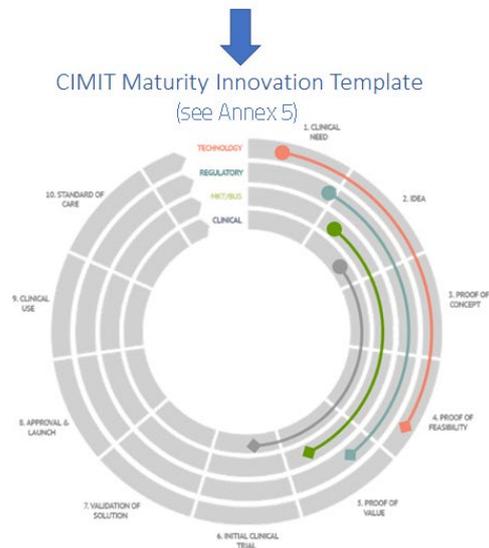
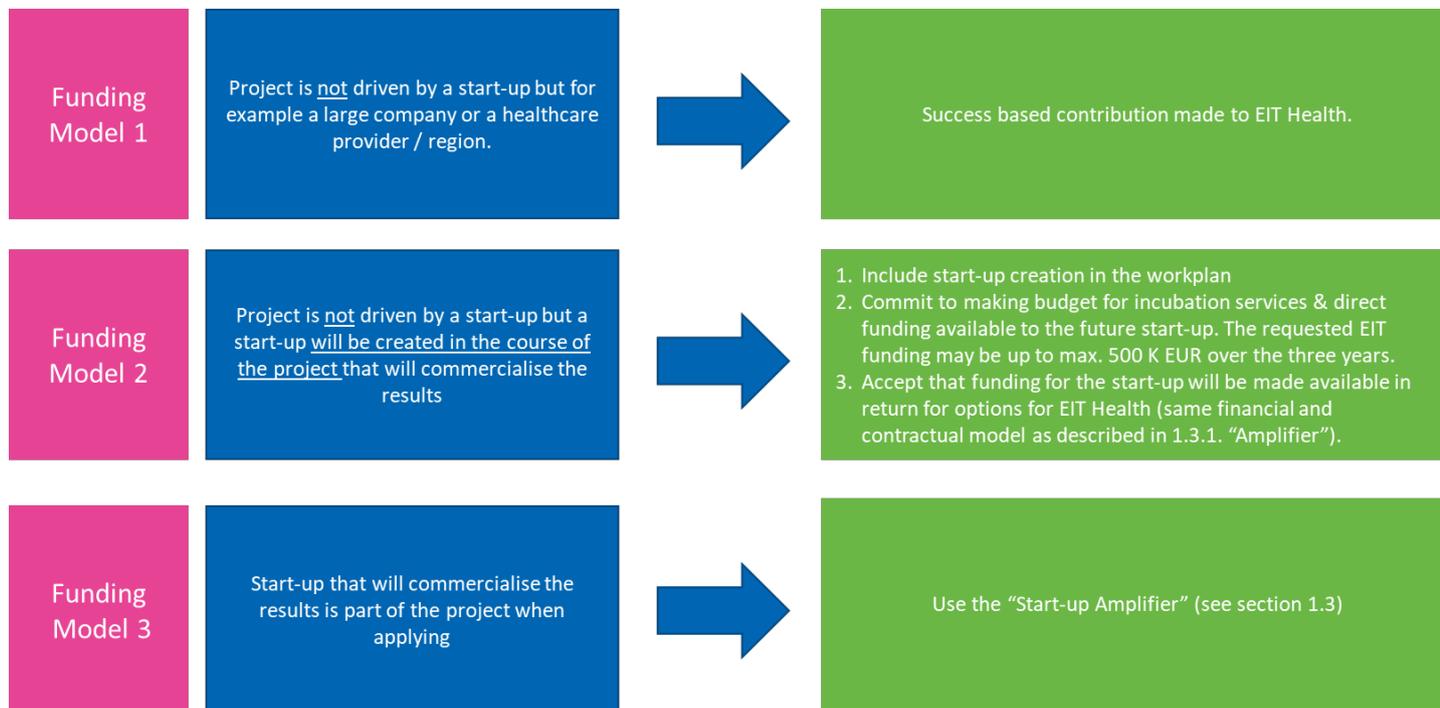## 1.2 Project Funding and Structure in a Nutshell

All Innovation Projects, including those using the Start-up Amplifier instrument, should follow the structure outlined in the diagram below. They can enter at any point of any phase, as long as they end up with a viable, sustainable plan for implementation within three years of project completion for Market-facing Innovation Projects or directly at the end of the projects for System and Organisational Innovation Projects.

The maximum project duration is three years, with a maximum EIT funding of €1 million per year. Maximally 12 new projects will be approved for EIT Health funding.
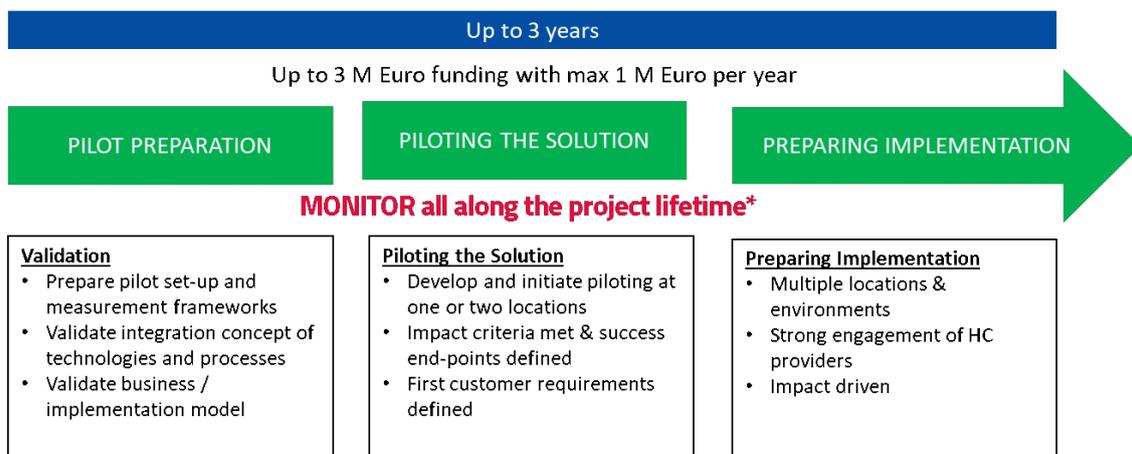
Critical milestones and progress follow up will be monitored all along the project's lifetime through biannual meetings. For instance, for a 3-year project, monitoring will be implemented according to the following scheme: Year 1: First review in April and mid-term review in July. Year 2/3: Midterm review in January and in July.

All EIT Health Innovation Projects financed under this call will – in case of success – need to support financial sustainability of the EIT Health organisation and its eco-system. There are principally three ways how this will be implemented:

Funding Model 1	Project is <u>not</u> driven by a start-up but for example a large company or a healthcare provider / region.	→	Success based contribution made to EIT Health.
Funding Model 2	Project is <u>not</u> driven by a start-up but a start-up <u>will be created in the course of the project</u> that will commercialise the results	→	1. Include start-up creation in the workplan 2. Commit to making budget for incubation services & direct funding available to the future start-up. The requested EIT funding may be up to max. 500 K EUR over the three years. 3. Accept that funding for the start-up will be made available in return for options for EIT Health (same financial and contractual model as described in 1.3.1. "Amplifier").
Funding Model 3	Start-up that will commercialise the results is part of the project when applying	→	Use the "Start-up Amplifier" (see section 1.3)

For the avoidance of doubt, EIT Health **will not** strive for any IP positions and/or any royalties connected to the profits made with the innovation.

The success-based contribution may take the following two forms (please consider Annex 1 of this call):

- Success fee due at the completion[1] of the project, calculated as 10% of the grant received by the partner that exploits the results for commercial purposes (in case of 'market-facing' projects) or the improvement of outcomes / cost-effectiveness (in case of 'system and organisational innovation projects')

- Success fee due at the successful commercialisation (in case of 'market-facing' projects) amounting to 5% [may be discussed case by case] of the gross revenues resulting from the successful exploitation of the Results of the Project, up to an amount of 50% of the grant received by the partner that exploits the results.

The contribution shall be used to support the further development and implementation of EIT Health programmes and activities in the future and the respective Partners may suggest how their contribution shall be invested.

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[1] "Completion of the Project" shall mean the completion of the Project in accordance with the requirements of the FPA, the SGA and the PGA whereby all the obligations of the Partner regarding the deliverables, the KPI's and the reporting have been fulfilled.

1.3 Start-up Amplifier Instrument

What is the Start-up Amplifier?

- Start-up Amplifier is a new instrument in Innovation Projects that allows top SMEs to increase their involvement and available funding in return for Options for EIT Health e.V. Start-up Amplifier is the instrument of choice wherever the external project partner is an SME that will be exploiting the project results for the commercialisation of a product or service or a combination thereof. Eligibility criteria for the SME have to be observed (please see section 1.3.3.).

To apply for the Start-up Amplifier Instrument, an external project partner needs to be defined as a start-up[2] and must also:

- Be for-profit.
- Be an SME according to the EU definition: an enterprise that employs fewer than 250 persons and has an annual turnover not exceeding €50 million, and/or an annual balance sheet not exceeding €43 million in total. (SME qualification can be checked with this self assessment.)
- Be registered in one of the EU Member States or countries associated to Horizon 2020.
- Be less than seven years old. (Be incorporated on or no earlier than January 1, 2013, as well as being incorporated at the time of proposal submission.)
- Have at least two (full-time) employees latest with the start of the preparatory work of the project by 1 September 2020. Founders can also count as employees in this case.

External project partners that are not playing the commercialization role can still take part in Innovation projects without using this instrument, with a maximum funding of €50 000 in EIT funding per year.

1.3.1 Start-up Amplifier: Main Principles

- Start-up Amplifier is mandatory for Innovation Project proposals where the start-up is the main driver of the project: "Without the start-up, there is no innovation project".
- EIT Health will grant the start-up up to €500 000 (with a cap of €250 000 per year) to be used over a maximum of a three-year project within the €3 million maximum grant and in return will take options. Options will be based on a market-standard valuation of the start-up and the financial contribution of EIT Health. In certain financial events (eg.: share deal exit), EIT Health has the right to convert options into equity. Equally, instead of giving equity to EIT Health, the Start-Up may decide to make a compensation payment. Please see more details on options in Annex 2.
- The proposal will be evaluated through the standard process, but the start-up will undergo due diligence. Both elements will be considered for final approval of the Innovation project (cf. selection process for more details).
- EIT Health will not have any claims on a start-up's IP. Existing IP agreements between the start-up and other Partners will not be affected.
- In addition to the Project Grant Agreement (PGA), the start-up will additionally sign a Term Sheet and an Options agreement with EIT Health.
- Specific monitoring rules will be added to assess start-up's performance in funded projects.

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[2] *All start-ups are SMEs, however not all SMEs are start-ups. Based on the generalized definition, **start-up** is an innovative company younger than 5-10 years that is searching for a repeatable and scalable business model.*

1.3.2 Start-up Amplifier: How to Apply

- Innovation projects that apply with Start-up Amplifier go through the general application process. If projects are invited to hearings, due diligence on the start-up will be executed before hearings.
- The start-up needs to provide additional information and documentation during the proposal submission phase to enable due diligence. (See Annex 2 for more details.)

1.3.3 Start-up Amplifier: Rules of Participation

- The start-up is operational and has a capacity to scale operations. The Start-up does not necessarily need to have a product / service on the market at the application stage.
- A start-up can't receive funding in more than one Innovation Project at the same time.
- Start-ups that intend to participate in the Instrument need to be registered on Plaza before the final date of submission (**8 July 2020**). Please reach out to the Project Management Office for more information on the registration process. If the project is granted, Start-ups will need to have submitted the registration documents required to accede to the Framework Partnership Agreement by 18 December 2020, at the very latest.
- The start-up will need to be registered in one of the EU Member States or countries associated with Horizon 2020 and will need to get in touch with the referent CLC/InnoStars (email contacts are given at the end of the document). Below is the distribution of countries per CLC/InnoStars:

CLC/InnoStars	Referent Countries
Belgium-Netherlands CLC	Belgium, Luxembourg, Netherlands, Israel
French CLC	France, Tunisia
German CLC	Austria, Germany, Switzerland
InnoStars	Italy, Bulgaria, Croatia, Cyprus, Malta, Czechia, Poland, Portugal, Romania, Slovakia, Slovenia, Greece, Hungary, Albania, Bosnia and Herzegovina, North Macedonia, Montenegro, Serbia, Turkey, Moldova, Ukraine, Georgia, Armenia, Latvia, Lithuania
Scandinavian CLC	Denmark, Estonia, Finland, Sweden, Iceland, Norway, Faroe Islands
Spanish CLC	Spain
UK-Ireland CLC	Ireland, United Kingdom

2. Project Preparation, Submission, Evaluation and Selection Process

2.1 Important events and Dates for Preparation

2.1.1 Matchmaking

Please see Section 5.4.1 in the Overview for information on the Matchmaking events.

2.1.2 Stage 0

In its continuing effort to improve the chances of innovation under development, EIT Health provides Stage 0 support. The main goal of this service is to provide advice on strengthening proposals in all

aspects. Project applicants can get greater clarity on sustainable strategy, the market to be chosen, regulatory pathway etc.

Stage 0 is made of two steps:

Step 1. Initiate the Process (Mandatory step):

- Submission of Expression of Interest (EOI) must be made via the Survey Monkey Submission form by 11 December 2019, 4pm CET (Munich Time). (Template and Survey Monkey link for submission are provided in the [Stage 0 factsheet.](#)) The CLC/InnoStars Innovation Managers will engage with the project partners.

- Please note that partners will receive a notification letter directly from their CLC/InnoStars Director **ONLY** if the project does not fit the scope of EIT Health and thus will not be granted access to the third party contracted in the frame of the Stage 0 process. In that case, the CLC Director will provide further recommendations of support.

- **For pandemics topics: New Expressions of Interest on the topic of pandemics will need to be submitted by 27 May, 16:00 CEST (Munich Time) directly via email to the CLC/InnoStars directors. A template of the [EoI can be found here.](#)** In the case of pandemics topics, the CLC/InnoStars director will reach out to the activity leaders to confirm acceptance of EoI and further instruction to access Stage 0 external support if necessary. In case of rejection of the EoI, the activity leader will not be eligible to apply to the Call for project.

Step 2. Receive feedback and support through iterative interaction:

- Support from CLC Innovation Managers: CLC Innovation Managers will provide preliminary feedback or application instruction through continuous interaction with the project partners. CLC Innovation Managers will initiate the process for third-party service if required.[3]

- Support from External Experts: CLC Innovation Managers will provide related documents to External Experts with each specific consulting request. Based on the provided document, the External Experts will then review and provide deeper feedback with potential follow-up discussion.

- Meanwhile, CLC Innovation Managers will continue supporting project partners in developing the proposal through continuous feedback with the External Expert.

For more details on Stage 0 process and related support content, please refer to [the factsheet](#) and reach out to CLC Innovation Managers.

Specifics for pandemics applications [can be found here.](#)

2.1.3 Webinars

The Innovation pillar will record a series of information webinars to cover:

- Presentation and training on the CIMIT Maturity template implementation
- Practical and strategic guidance on the choice of KPIs

Access to those webinars will be provided as soon as possible and communicated through the EIT Health newsletter and Connections.

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[3] *EIT Health Innovation team at HQ and at Regional Offices will solicit external experts to help provide this advice. Any external experts will be bound by confidentiality and conflict of interest policies. The Expression of Interest (EoI) or any other revised version of final proposal sent in by those requesting the assistance will be shared with the external service provider, who will help applicants improve proposals before submission.*

2.2 Submission

As introduced in the previous paragraphs, the submission of each proposal will follow a two-steps-approach:

- Project leaders need to submit their Expression of Interest (EoI) to Survey Monkey Submission Platform indicated in the Stage 0 factsheet not later than **11 December 2019, 16:00 CET (Munich time).** In light of the changes made to this call in February 2020, EoIs for Innovation Projects may be changed after this deadline if they are to specify that the Start-up Amplifier will be used for the project. **New Expressions of Interest on the topic of pandemics may still be submitted by email to the relevant CLC/InnoStars Director until 27 May, 4pm CEST (Munich Time).**

- All full proposals must be submitted no later than **8 July 2020****, 16:00 CEST (Munich time)**

Note: Only proposals that have been submitted for the first step will be considered as eligible for the second step.

All final proposals must be submitted via the Plaza system. The Plaza platform will be available as of mid-November 2019.

Guidance on the usage of Plaza will be found on EIT Health Connections, and webinars will be organised by the Project Management Office to support Partners specifically for the submission phase.

2.3 Evaluation Process

2.3.1 Eligibility Check

All final proposals will go through an eligibility check. Proposals which do not meet the eligibility criteria, will be rejected.

2.3.2 Additional Eligibility Criteria for Innovation Projects

In addition to the Eligibility Criteria outlined in Section 5.3 of the Overview, Innovation project proposals must also fulfil the following criteria:

- In addition to the EIT Health Core and Associate Partners or Linked Third Parties, Innovation Project proposals can also be led and submitted by an external project partner who is applying to the Start-up Amplifier Instrument in the frame of the proposal.

- An external project partner that is not part of the Start-up Amplifier Instrument cannot lead an Innovation Project.

- All innovation project proposals must involve Core or Associate Partners from a minimum of two CLC/InnoStars. **NB:** External project partners should not be counted unless the external project partner is applying to the Start-up Amplifier Instrument and is linked to a CLC before the deadline of submission.

- All Innovation Projects must include at least one academic and one non-academic Core or Associate Partner (or LTP/affiliates). Please see the guidance available in Connections for definitions of Academic/Non-academic partners.

- Alternatively to the above, a consortium applying to an Innovation Project with Funding Model 3 (i.e. Start-up Amplifier Instrument), may also include only academic or non-academic partners together with the Start-up Amplifier applicant in case those partners can represent considerable added value in terms of expertise, geographic location, and expected results linked to the project's outputs. In this situation they would need to gather a minimum of four

partners altogether, including the Start-up Amplifier applicants. The role of all partners should be significant and should be reflected in the proposal. This last point will be reviewed at remote and hearings evaluation stage. An example of such a consortium configuration could be:

- o One Start-up Amplifier applicant, one university or research centre and two hospitals;
- o Or one Start-up Amplifier applicant and three hospitals.

- An external project partner can only apply to one Innovation Project as a participant in the Start-up Amplifier Instrument. The external project partner must be linked to a CLC before the submission deadline.

- The application of an external project partner into the Start-up Amplifier instrument prevents its application in any other projects or programmes from EIT Health where it could receive grant.

- If an external project partner is granted through the Start-up Amplifier Instrument, that partner cannot apply to any other project or programme from EIT Health as long as the granted project is running.

- The EIT funding for an external project partner who applies through the Start-up Amplifier Instrument should not exceed €500 000 over 3-years, with a maximum grant of €250 000 per year. For all other cases, EIT funding for external project partners should not be more than €50 000 per year.

- The yearly financial contribution per project may not exceed €1 million. Please note that financial contributions beyond 2021 will be subject to successful reviews of the project and are thus deemed "indicative" at this stage.

- All EIT financed project activities must be completed by the end of December 2023.

2.3.3 Proposal Review

All eligible proposals will be evaluated. The evaluation process involves two or three stages (depending on whether an external project partner applies to Start-up Amplifier Instrument):

STAGE 1: Remote evaluation: Please see Section 5.4.3 of the Overview for detailed information. It is to be noted that for System and Organisational Innovation projects, specific evaluators will be hired, and a separate scorecard will be used.

STAGE 2: Hearings: Please see Section 5.4.3 of the Overview for detailed information.

STAGE 3: Due diligence (*only for external project partners applying to the Start-up Amplifier Instrument*): Due diligence will be put in place for the applicants of the Start-up Amplifier Instrument to make sure that:

- The start-up is a solid partner that can contribute to the partnership.
- The numbers provided are valid, claims are real and there are no pending legal issues.
- The start-up team has core competencies for performing the planned work.

The due diligence will consist of evaluation of the size and operational capacity of the start-up, as well as any hidden liabilities and reputational risks. This will be done remotely during September-October 2020 by a hired firm for the start-ups in projects that will be invited to the hearings. The firm performing the due diligence may contact the start-Up for a call in the framework of the due diligence process and /or ask for additional documents. A valuation analysis will be performed in the framework of due diligence. Valuation will be communicated to the start-Up prior to the hearings. The contracted firm will provide to the Management Board a due diligence report notifying the strengths and weaknesses of each applicant and giving recommendations on further investment.

The table below has more details on the content of the different evaluation criteria.

Criteria in red refer only to proposals addressing topics related to pandemics.

Evaluation Criteria for Innovation Projects

I. Project Excellence and Strategic Fit

- Projects use innovative and unique approaches wherever possible. For example, applying existing knowledge in a new way or in a different context, or applying "new" knowledge to solve challenges with a different approach.

- Projects state uniqueness of the proposal compared to the state of the art. In the case of clinical products/services, this refers to standard of care or "gold standard". In the case of processes or management innovation, this means standard practices, current guidelines, etc.

- Added-value of proposal should be demonstrated.

- Projects address the relevance and fit with EIT Health objectives, as described in the Call, and indicate relatability to the Focus Areas.

- Projects address in detail why this Innovation Project could not be developed/built up without EIT Health support and demonstrate the critical role that EIT Health's support will play in the proposed activity.

- Projects address the concept of Knowledge Triangle Integration by listing the specific EIT Health activities from the Education and Acceleration pillar that will be linked to the project.

- Addresses one or more of the topics on pandemics (See Section 4.1 on pandemic projects).

- Pandemic projects in the following categories will not be eligible: discovery or development of new vaccines or drugs and development of new tracking apps.

II. Implementation

- The prior work demonstrates that the proposed solution (product/service /process) has reached the desired maturity level and can be appropriately configured for the relevant domain.

- Projects plans are feasible in terms of the timeline, resources allocated and deliverables. Budget distribution between partners and between WPs should be relevant to the tasks to be carried out. KAVA Budgets are the combination of EIT contributions and partners' co-funding.

- Project activities are well spread between partners' organisations and geographical areas (i.e. different countries or regions). Project organisation should be logical with clear and well-defined work packages.

- The milestones that have been chosen are relevant and realistic for the project's objectives.

- Projects describe a clear implementation strategy ("go to market"/"go to adoption") for the innovation, identifying the necessary resources, and describing how these will be secured.

- Projects present a competitive approach with a clearly defined innovation (product, service, process, organisation, management, etc.). In addition, project teams should demonstrate a clear awareness of the competitive landscape.

- Known hurdles (i.e. barriers along the project's path that are simple to foresee) and potential risks to successful implementation/market launch are identified, and mitigation plans are clearly defined.

- Projects demonstrate excellence of involved partners' institutions. If partners have worked together before in similar settings, this is a plus.

- Projects show experience of the activity leader and involved team members.

- Projects demonstrate synergies and complementarity of the team.

- Projects demonstrate that the team, coupled with the proposed resources, is sufficient for its development and/or implementation.

- Projects demonstrate the clear role and dedication of involved personnel in the activities. Each organisation fulfils a meaningful role in the project, and this is reflected in the project's description. Key personnel whose roles are critical to the success of the project are clearly identified.

- Partners' own resources (cash, FTEs, infrastructure, etc.) are committed to the activity.

- Projects demonstrate the commitment of partners to develop the outcomes into a self-sustaining activity. For example the project will result in creation of a new start-up, one of the partners in the consortium will bring the project results to the market or support implementation, the project results will be licensed to a third party etc.

- If there are previous Intellectual Property Rights (IPR) involved, projects demonstrate that the team has secured support from the institution that controls the IP (company, university, hospital, etc.) to participate in the initiative.

III. Impact and Sustainability

- Sound KPIs are defined. Projects need to ensure that the chosen KPIs, deliverables and outputs fit with the activities' objectives and timely implementation.

- Projects identify measurement of impact and contribution to the healthcare system. Projects need to explain and specify the metrics used to measure the impact, in order to provide evidence of the expected impact or impact already created by the activity.

- Projects address sustainability. Projects need to explain and specify the future of the activity and prove how it will become self-sustainable beyond EIT Health funding.

- Projects ensure knowledge transfer. Projects need to explain plans to scale and disseminate within the partnership and beyond, and explain how they will share learnings.

- In the case of products, assuming the technology/science works perfectly, projects have to demonstrate a potential pathway (regulatory, reimbursement, etc.) to reach patient care within the desired time frame.

- Pandemic projects should have a global-impact vision.

- Pandemic projects should be scalable and affordable to ensure a rapid global access.

2.4 Final Additional Selection Criteria for the Business Plan

In addition to the Final Selection Criteria for the Business Plan given in Section 5.4.4 of the Overview, during evaluation of Innovation Project proposals from Start-up Amplifier applicants, the Due

Diligence report produced for the Start-up Amplifier Instrument will be taken into consideration.

2.5 Feedback

All proposing teams will be informed about the outcome of the evaluation and selection process in writing, including comprehensive feedback reports. See the timeline in Overview Section 5.4.3.

2.6 Some Insights on WP0 – Structure and Purpose

WP0 (Work Package 0) consists of external support that can be engaged for all funded projects. The WP0 will take place in the quarter prior to the launch of the project.

The primary purpose of WP0 is to gain a greater all-round understanding of the innovation and the environment (competition/IP/regulatory etc.) in which the project will operate. During the WP0 process, which occurs before the launch of the activity, EIT Health supports the project team in taking steps to address recommendations raised by external reviewers. Hence, consortia should not describe/include WP0 activities within their application. This process will be led directly at EIT Health HQ level.

While the exact activities for WP0 will be tailored to each project following reviewers' recommendations, examples of topics to be addressed include:

- Provide and/or update the first analysis of the competition and market/implementation pathway (including any regulatory barriers).
- Improve and/or update the business/implementation model.
- Analyse the intellectual property situation, including identification of any freedom-to-operate issues.
- Prepare or update ethical approval process.
- Complete the Project Grant Agreement, to be ready for signature by all parties from the launch of the project.
- Review the measurement framework and respective KPIs, etc.

WP0 has to be successfully completed in order to start the project. More details on the implementation of the WP0 process will be released in 2020.

Annexes

Download these Annexes:

Annex 1 – FAQs

Annex 2: Start-up Amplifier Instrument

Annex 3: Characteristics of a good EIT Health Innovation Project

Annex 4: Best practices

See further Annexes on the following pages:

Annex 5: CIMIT Maturity Innovation Template (For Market-facing Innovation Projects)

Annex 6: System and Organisational Innovation Projects

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Annex 5: CIMIT Maturity Innovation Template
(For Market-facing Innovation Projects only)
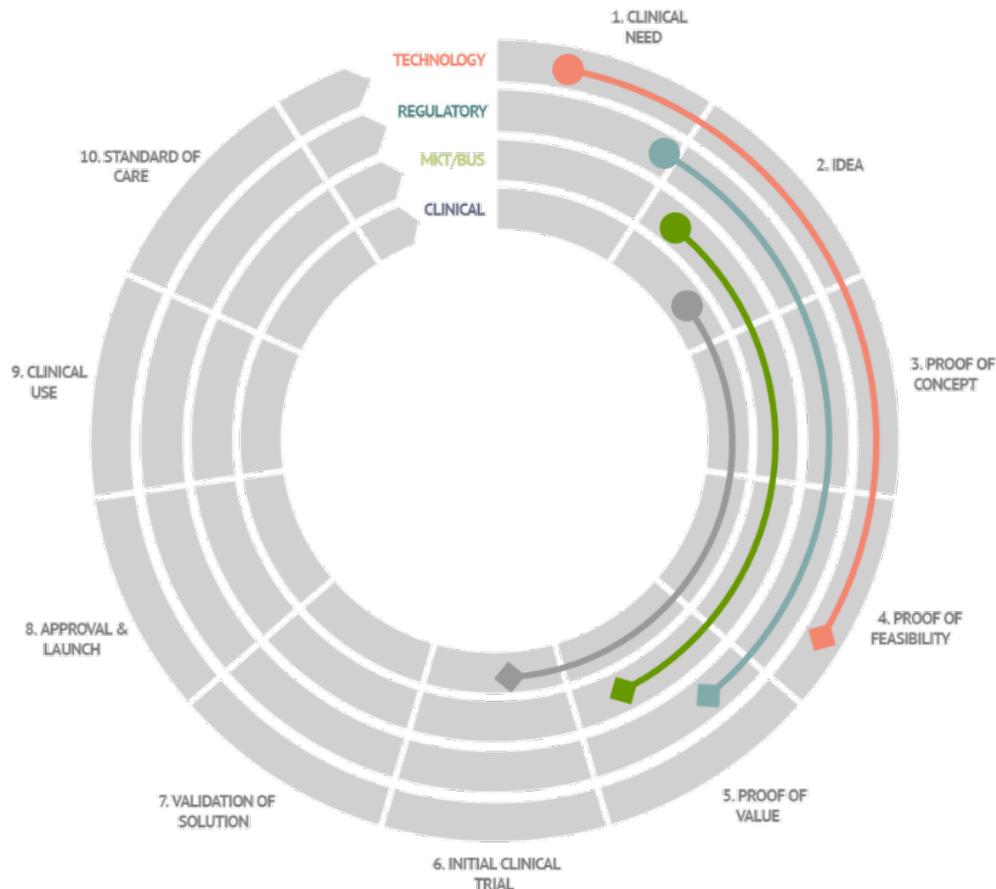
Market-facing innovation projects will need to start at a minimum level of IML 3 (Proof of Concept). Projects finish point will depend on the sector (BioPharma, MedTech, Digital Health).

IML: Innovation Maturity Level, defined by CIMIT, to be applied as a matrix system to measure the maturity of four different domains: Technology, Regulatory, Marketing/Business, and Clinical. This is different from the concept of TRL (technology readiness level) which focuses only on technology maturity.

In the proposal process, the use of the CIMIT Maturity Innovation template will allow understanding:

- Where projects *start* (to ensure they are at the right maturity level and thus have a reasonable chance of "success")

- Where they will be at the *end* of EIT Health intervention (with the support of funds, value-added services, etc.)

Definition of Innovation Maturity Level

Milestone Name	Overall Description	Clinical	Market/Business	Regulatory/ Approvals	Technology
1) Need	Insights into unmet clinical needs and available solutions	☐ Unmet needs defined ☐ Disease state characterized	☐ Needs screening & selection ☐ Existing solutions characterized	NA	NA
2) Idea	Potential solutions to unmet need developed and evaluated	☐ Clinical workflow description ☐ Updated need description ☐ Feedback from >5 clinicians	☐ Competitive landscape ☐ Envisioned Value Proposition	☐ Medical device determination ☐ Comparables/ Predicates	☐ Paper Prototype ☐ Hypothesis & experimental design ☐ Idea screening & selection
3) Proof of Concept (PoC)	Key component concepts validated in models and value proposition articulated	☐ Feedback from clinicians in >5 settings ☐ Updated need description and workflow	☐ Competing solutions characterization ☐ Preliminary Value Proposition ☐ Path to Payment plan ☐ Stakeholder Map	☐ Prelim. Sol'n classification ☐ Preliminary indications for/ intended use ☐ Prelim. regl'y pathway	☐ PoC prototypes ☐ Demonstration results ☐ Institutional IP disclosure
4) Proof of Feasibility (PoF)	Feasibility of whole solution demonstrated in models and in feedback from stakeholders	☐ Feedback from clinicians in >20 settings ☐ Updated need & workflow descriptions	☐ Feedback from >5 economic buyers ☐ Impact Plan ☐ Advisory Board	☐ Draft Essential Req's Table ☐ Draft IFU ☐ IRB Submission(s)	☐ "Works Like" & "Looks Like" prototypes ☐ FTO review ☐ Provisional IP filing ☐ Killer Experiment
5) Proof of Value (PoV)	The potential of the solution to work and create value for all stakeholders is demonstrated (Initial commercial investment)	☐ Feedback from >100 clinicians and KOLs ☐ Animal/First-in-Man experiments ☐ Peer reviewed publication(s) ☐ Scientific Advisory Board	☐ Investor ready business plan ☐ Feedback from >20 economic buyers ☐ Key management team identified ☐ Initial seed investment	☐ Data requirements ☐ IRB Approval(s)	☐ "Works Like/Looks Like" prototypes ☐ BOM, manufacturing plan, and costing ☐ Full IP application ☐ Killer technical experiment
6) Initial Clinical Trials (ICT)	Regulated production of prototypes and collection of clinical and economic data	☐ Conduct Phase 0 and/or 1 clinical trial(s) ☐ Peer reviewed publication(s)	☐ Economic data ☐ Feedback from >50 economic buyers ☐ 1st Institutional Investment	☐ Data requirements confirmation ☐ Pre-submission	☐ Manufacture GMP-compliant pilot lots.
7) Validation of Solution (VoS)	The solution is shown to be effective and its value to all stakeholders is validated	☐ Clinical efficacy trials ☐ Peer reviewed publication(s)	☐ Purchasing intent from >10 buyers ☐ 2nd round of institutional investment	☐ Complete submission package ☐ Regulatory submission	☐ GMP Process Planning
8) Approval & Launch (A&L)	Institutional and regulatory approval received, and sales launched	☐ Training materials & support established ☐ Peer reviewed publication(s)	☐ Initial sales	☐ Registration and Listing ☐ CMS Coverage & CPT Code Determination	☐ Finalized GMP process
9) Clinical Use (Use)	The solution is used successfully in day-day clinical practice	☐ Included in local practice guidelines ☐ Peer reviewed publication(s)	☐ Profitable sales	☐ Monitoring and Inspections	☐ Patents issued ☐ Improvement plan
10) Standard of Care (SoC)	The solution is recognized as the Standard of Care.	☐ Recommended practice by medical specialty	☐ Dominant market share	NA	NA

Annex 6: System and Organisational Innovation Projects

Considering maturity evaluation, it is challenging to apply the CIMIT framework to System and Organisational Innovation Projects since some criteria do not apply to those types of projects.

To solve this issue, it has been decided in 2019 by the Management Board to develop a specific maturity framework to be applied to System and Organisational Innovation Projects. This is currently still under construction and will not be available for this call for project.

However, to allow partners to evaluate their current degree of maturity when setting up their System and Organisational innovation project's proposal, some other frameworks have been identified and are given below:

https://www.scirocco-project.eu/maturitymodel/
https://www.himss.eu/healthcare-providers/emram
https://cimt.dk/gb/mast-model-for-assessment-of-telemedicine/
https://ec.europa.eu/health/sites/health/files/systems_performance_assessment/docs/2017_blocks_en_0.pdf

Considering application process in general, System and Organisational Projects will be treated differently in the following ways:

- Different questions in the Plaza application form
- Different set of experts in Stage 0
- Different evaluators in Stage 1 (remote evaluations)
- Different panel of evaluators in Stage 2 (hearings)
- Different scorecard by evaluators

EIT Health

2021
Business Plan
CALLS

Campus

Contents of the Campus Calls

1. Vision for Campus Activities in 2021

The mission of Campus is to strengthen Europe's excellence in health innovation through education with the objective of providing pan-European best-in-class patient care and patient safety.

Campus promotes innovation in education by acting as an incubator for innovative health educational offerings, supporting partners to *develop, deliver, scale and sustain* these offerings across Europe.

To leverage its impact, from 2021 onwards, Campus aims to contribute to the European Commission Strategic Innovation Agenda (SIA) 2021-2027, which is one of the key elements of Horizon Europe. The ambition of this call is thus to identify activities that complement other efforts in the European innovation education sphere, such as the European University Initiative, thereby making use of innovation and entrepreneurship reference schemes such as HE Innovate and Entrepreneurship Competencies. While doing this, we also strive to ensure that our activities take into account the final beneficiary: European patients and citizens.

All Campus activities should aim to create a lasting impact that transforms Europe's health education landscape by making knowledge available for all European learners. To support this inclusive approach, a Digital Learning Platform will make the content widely available to learners, thereby scaling and sustaining the education material.

To contribute to the outlined objectives, the strategic innovation agenda of Horizon Europe and the EIT Health Strategic Agenda, we invite partners to submit new proposals as well as re-applications for Business Plan 2021, according to the Campus Activity Lines, which are structured as follows:

- Training for Students: Innovation Days, Continuing Degree Programmes & Summer Schools
- Training for Entrepreneurs & Innovators: EIT Health Fellowships Network
- Training for Professionals & Executives
- Citizen & Patient Engagement

The calls consist of two types: Calls for submitting new programmes or reapplications that are being brought forward by individual consortia (Summer Schools, Training for Professionals and Executives, Training for Citizens); and Calls for contributing towards existing activities, where partners are invited to re-submit a proposal to be part of a pre-existing network/ Consortium (Degree Programmes, IDays, EIT Health Fellowships).

NOTE: *All supporting documents referenced in the Campus Calls, including "Framework" documents and the Expression of Interest, will be available from both the Connections Call 2021 page and the Opportunities section of the main website.*

EIT Health is supported by the EIT, a body of the European Union

2. Key Principles

To contribute to the Campus mission and objectives that follow the EIT Health Strategic Agenda, all proposals will be required to align with the following four key principles:

2.1 Campus Activities Must Follow a Clearly Identified Education Market Need

- Activities should demonstrate by market research how the content, the pedagogical approach and the delivery model addresses an identified need that contributes to innovating education for the best patient outcomes, care and safety in Europe.
- Activities should demonstrate through a Learners Needs Assessment (e.g. through the inclusion of Reference Learners/Customers in the assessment) how the offering and its methodology meet the specific learning needs of the target learner (students, entrepreneurs, professionals and executives and citizens).

2.2 Campus Activities Must Follow a Valid Education Business Model

All Proposals must demonstrate and prove that they will develop progammes that continue running after EIT Health financial support ceases.

- All programmes must commit to a four-year sustainability plan. From the first year of implementation, proposals must demonstrate their commitment, with significant buy-in from their partners, to keep running after EIT Health funding ceases, as part of a valid Education Business Model.
- Specifically, for Executive Education activities, it is expected that proposals: (1) include a sustainability strategy that demonstrates how costs will be covered beyond EIT Health Funding and guarantees that the programme is running on its own; (2) also explore revenue share mechanisms with the KIC.

2.3 Campus Activities Must consist of a Team with the Right Competences

All Proposals must demonstrate the partners' commitment and ability to ***develop, deliver*, *scale and sustain*** the offering on a European level, and must include both academic and non-academic partners. Campus proposals are expected to explain how the team will:

- **Develop** activities in collaboration with academic and non-academic partners, using expertise from different European regions ("Cross-CLC") with the expertise needed to contribute to meet the identified market and learners' needs.
- **Deliver** activities with operational excellence, demonstrated by the participation of non-academic partners (Hospitals, Industry partners, Clusters, TechTransfer, NGOs, research centres, municipalities). [4]
- **Scale** activities through the multiplication of learners across Europe and beyond, achieved through replication in different regions (CLCs), through digital or train the trainer formats. To achieve this, it is recommended to focus on add-on training deliveries such as a short course and/or a digital learning format, attached to the training.

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[4] *Please refer to Campus supporting documents for definitions and examples of the participation of non-academic partners on the Connections Call 2021 page or in the Opportunities section of the main website. Please see Partnership Guidance on Connections for definitions of Academic/Non-academic Partners.*

2.4 Campus Activities Must Follow a Consistent Impact Matrix

Each Campus Activity Line Call specifies mandatory and recommended KPIs. Please refer to the partner guidance on Connections when selecting KPIs that will generate the highest impact.

- *Examples of Output Measures*: Output measures are quantitative measures that show how we contribute to multiplying our learner base. Examples include: Number of graduates trained in I&E by KIC; number of graduates of EIT labelled programmes; number of health professionals and executives trained; citizen engagement; number of citizens using our services; investment attracted by start-ups supported by KICs; number of start-ups supported by KICs; number of start-ups created by students enrolled and graduates from EIT labelled MSc and PhD programmes.

- *Examples of Outcome & Impact Measures (Kirkpatrick Model)*: Outcome and Impact measures are qualitative and quantitative measures that show how our trainings actually contribute to behavioural change or other results. Partners running activities are highly encouraged to use a multi-level evaluation model, such as the Kirkpatrick model[5], to show satisfaction and learning outcomes, and to show if there is adequate behavioral change or individual or socioeconomic results. Especially for longer-running Professional & Executive Education progammes, as well as Trainings for Citizens and Patients, it is highly recommended to demonstrate behavioural change as well as results in organisational and/or societal outcomes correlated to the training.

3. Additional Requirements

As a new facet of Business Plan 2021, all Campus proposals will be required to address the following strategic elements in Plaza, in order to align with Campus' Strategic fit:

3.1 Identify Learners' Skills and Learning Outcomes

Please refer to the "Health Skills of the Future" Campus study for additional guidance on skills needs.

3.2 Demonstrate Proposal's Contribution to Citizen and Patient Engagement

All EIT Health activities shall collaborate toward improving the health and well-being of European patients and citizens, following a patient-centred approach, where individuals' specific health needs and health outcomes are the driving force behind all healthcare decisions and quality measurements. The primary goal is to improve both individual and population health outcomes, e.g. through improved satisfaction scores among patients and their families, improved resource allocation and/or better adoption of technological tools[6]. Following this approach, we aim for a high level of engagement of patients and non-health professionals in all Campus proposals. Partners shall thus clearly demonstrate how patients and citizens are involved and/or benefit at the levels of activities' development, delivery and scale. This should be made clear starting from the needs analysis and design, to programme implementation, including teaching and learning, through to evaluation and reporting. Please refer to the BMJ Model here for inspiration.

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[5] *Refer to Campus supporting documents for examples of impact and the Kirkpatrick model.*
[6] *https://catalyst.nejm.org/what-is-patient-centered-care/*

Examples of patient and citizen engagement:

- Active engagement of citizens, patients, and patient organisations in the development and co-creation of trainings directed at prevention and delivery of improved care and health outcomes.
- Partnership with patients and patient organisations in the delivery of both preventive health measures and care.
- Partnership with learners, patients and patient organisations, to train them to engage in the business creation and innovation process.

Examples of Citizen and Patient KPIs:

- Citizen Outreach (e.g. MOOCs, Festivals);
- Citizen engagement;
- Number of citizens using our services;
- Number of patients engaged in projects.

3.3 Scalability, Knowledge Transfer: EIT Health Digital Learning Platform for Integration of Campus Digital Learning

To contribute to an inclusive European society, Campus has set itself the vision of reaching 1 million learners by 2030. Therefore, all Campus proposals are encouraged to produce digital learning content in addition to their planned training. EIT Health will support partners by making this content widely available to learners through a Digital Learning Platform, which aims to scale the content provided by Campus activities to reach a far greater number of learners. Campus will collect this digital educational content and make it available to the entire EIT Health network through the Digital Learning Platform.

As part of this effort, individual MOOCs are also welcome to submit proposals, and will only be subject to the remote evaluation. Particulars of MOOCs include:

- **MOOCs EIT Health Funding Available:** up to €60 000 per MOOC
- **Minimum number of MOOC learners per year:** 1 000

3.4 Feeding the Pipeline: Building a Learner Community

Partners operating Campus activities are further requested to contribute to a Learner Community by:

- *Sharing of Registration Data:* The registration data on enrolment of all activities must be shared in a year-end Excel file, and there must be reporting of all evaluation data of learners (via Plaza).
- *Supporting learners* to continue their business ideas and participate in other EIT Health activities. Partners are encouraged to define and put in place specific pathways for Campus learners to benefit from the other two Pillars of EIT Health: Innovation Projects and the Accelerator. This can entail opportunities for learners to participate in Accelerator or Innovation Activities.
- Encouraging all learners who participate in a Campus activity to actively engage with the EIT Health Alumni Network.

4. Funding and Sustainability Guidelines

4.1 EIT Health Funding Guidelines

The EIT Health funding available for each specific Activity Line is detailed in the individual Activity Line Calls for Proposals, in Sections 7-10, below.

New Campus activities will receive up to 100% EIT funding (in year one) and receive a maximum of four years of funding, which will decrease from year two onwards. Re-applying proposals will receive up to 75% of the initial funding for their second year, up to 50% of the first-year funding for the third year, and finally, up to 25% of the first-year funding for the fourth year. The fourth year is the last year of implementation funded by EIT Health. It is expected that additional costs will be covered by the contributing partner institutions. Exceptions to this funding model will be indicated in each segment of the Campus Calls.

Campus activities who generate revenue for EIT Health in 2021 may be eligible to receive a reasonable percentage of the revenue in return, as part of the Financial Sustainability scheme of EIT Health (see next section below).

4.2 Sustainability of Campus Offerings

Campus proposals are required to demonstrate the partners' commitment to the sustainability of their programme beyond the financial support of EIT Health. Proposals should describe concrete sustainability solutions and demonstrate that the consortia have the expertise required to implement those solutions in their operational and business plans. It is recommended that consortia submit a letter of intent proving their strategic intention of sustaining the programme. Some suggestions on sustainability models include:

- Adoption or continuation within a university curriculum;
- Fees by participants or professional organisations that can also be shared with EIT Health;
- Sponsorship by business partners;
- Adoption of public partners / healthcare providers.

CLC's will provide further support to partners in order to develop their sustainability plans.

At portfolio level, **30% of all Campus activities must have mechanisms in place that allows reasonable financial contribution to EIT Health**. This may for example be achieved through a reasonable sharing of course fees between EIT Health and Network Partners. Activities are asked to propose such mechanisms where feasible. Please refer to the table below for some examples of financial revenue creation. The enforcement of this rule may have impact on the activity selection whilst individual excellence of an activity will never be compromised in the selection process.

The following table provides guidance on the revenue creation mechanisms by activity lines. It is **mandatory** for all Campus activity lines to create and share revenue with EIT Health, with the exception of continuing Degree Programmes and Citizen. However, these two activity lines are encouraged to explore mechanisms to create financial revenue.

Examples of financial revenue creation by Campus Activity Lines

Activity lines	Examples of financial revenue creation
Continuing Degree Programmes	Not applicable
Training for students	
Non-degree programmes and other offers where charging of fees is permitted and feasible	Application fees, participation fees, course fees, and certificate fees (following the branding guidelines). The financial revenue will be shared between EIT Health and the Partners.
Training for Entrepreneurs	
Innovation Fellowships Network, Catalyst Europe	Application fees, organising a Talent Fair, shared revenues from sponsorship
Training for Executives and Professionals	Application fees, course fees, and certificate fees
Citizen and Patient Engagement	Not applicable

5. Proposal Preparation

5.1 Important Events and Dates for Proposal Preparation

Please see Section 5.4.1 in the Overview for information on Matchmaking events.

5.2. Pre-proposal Deadline: 11 December 2019 or 27 May (only for proposals addressing pandemics)

Applicants are required to prepare an Expression of Interest and submit it to their CLC Education Manager. **The mandatory submission deadline for the Expression of Interest is 11 December 2019 and 27 May (only for proposals addressing pandemics).**

5.3 Webinars

The Campus Pillar will record a series of information webinars to cover:

- Strategic and practical guidance on the Call Outline and Proposal Development.
- Strategic and practical guidance on the choice of KPIs.

Access to those webinars will be provided as soon as possible and will be communicated through the EIT Health weekly newsletter and Connections.

6. Evaluation and Selection Process

6.1 Campus Evaluation and Selection Timeline

See Section 5.4.3 of the Overview for more information about the Evaluation and Selection timeline.

6.2 Eligibility Criteria for Campus Proposals

Proposals are submitted for a one-year activity with the possibility to re-apply up to three more years.

In addition to the Eligibility Criteria outlined in Section 5.3 of the Overview, all Campus proposals must also fulfil the requirement of mandatory participation of both academic and non-academic partners.

6.3 Specific Eligibility Criterion for Continuing Degree Programmes and Summer Schools

Proposals for continuing Degree Programmes and Summer Schools must include an institution that can award transferable credits (ECTS) to learners. Delivery of ECTS is mandatory for these programmes only.

6.4 Evaluation Criteria for Campus Proposals

Detailed Evaluation Criteria for both the Remote and Hearing evaluations are provided in Annex I.

6.5 Eligibility Check

The Eligibility Check will be performed at EIT Health Headquarters in Munich, according to the aforementioned Eligibility Criteria. Proposals meeting all Eligibility Criteria will be accepted for Remote Evaluation. Any case of non-eligibility will be communicated to the applicants by the Director of Education.

6.6 Remote Evaluation

Please see Section 5.4.5 of the Overview for detailed information on the Remote Evaluation Process.

6.7 Hearings

Please see Section 5.4.5 of the Overview for detailed information on the Hearings Process and the respective timelines in Section 5.4.3 of the Overview.

Activity Leaders indicated in the proposals will be invited to the Campus Hearings in writing. It is their obligation to inform their consortium of the Hearing invitation. Activity Leaders of proposals that will not receive an invitation to the Hearings will be informed on the same date.

The Campus Hearings will take place in two parallel tracks according to proposals' Activity Lines.. For Re-applying activities, the Hearings will partly include a monitoring review of the 2020 activity.

Note that the Campus proposals requesting less than €100 000 in EIT Funding, such as individual MOOCs and Summer Schools, will **not** undergo Hearing Evaluations in 2020. In these cases, the Remote Evaluation will amount to 100 points.

6.8 Final Selection for Business Plan 2021

The final selection for inclusion in Business Plan 2021 will be communicated to the Activity Leaders following a final decision by the Supervisory Board by the indicative deadlines indicated in Section 5.4.3 of the Overview.

The Supervisory Board assesses the final selection of proposals for EIT contribution according to the criteria outlined in Section 5.4.6 of the Overview.

6.9 Evaluator Feedback Reports

Upon invitation to the Hearings, all evaluated Campus proposals will receive a feedback report from the Remote Evaluation in order to better prepare for the Hearings. After the final selection of the portfolio is complete, all evaluated Campus proposals will receive a complete feedback report, including Remote and Hearing evaluator comments, as well as Director's recommendations. Specific conditions for acceptance into Business Plan 2021 may apply for certain proposals. All proposals will receive their scores and detailed evaluator feedback by the indicative deadlines indicated in Section 5.4.3 of the Overview.

7. Individual Calls

7.1 Training for Students

Calls in this activity line include:

- Call for Continuing Degree Programmes
- Call for Innovation Days Network
- Call for Summer Schools

7.1.1 Call for Continuing Degree Programmes

Background and Purpose

The EIT Health Degree Programmes develop and support pan-European Masters and PhD programmes delivering innovation and entrepreneurship skills in the strategic priority areas of EIT Health. Master's and PhD programmes are awarded the EIT Label, a quality seal for programmes combining strong scientific education, entrepreneurship training, learning-by-doing pedagogy and mobility schemes.

Target Group:

Master & PhD students enrolled in university.

What we are looking for

Campus will not accept any proposals for new Degree Programmes.

Campus only accepts proposals for the existing consortia to re-apply for the Degree Programmes, Shape I&E Masters Programme and BEHEALSY PhD Programme. Non-academic partners who might want to join, need to get in touch with the programmes directly. These continuing Degree Programmes will be evaluated at the Hearings and must therefore submit a proposal in Plaza with all required information (KPIs and budget).

The Labelled Degree Programmes HMDA, Ageing@EITHealth_Brain, MTiH and Cemacube, which have been granted four years of funding, need to submit a proposal in Plaza. These Degree Programmes will be invited to the Hearings for monitoring purposes.

Programmes who intend to re-apply for the label without EIT-Funding might be asked to provide input into Plaza for reporting reasons. Further information will be given in due course.

Label application

In order to apply for the EIT Label in 2021, applicants may submit the EIT self-assessment report by Spring 2020 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 due course.

EIT Health Funding Available

Up to €550 000 is available per Degree Programme. Note that Degree Programmes are exempt from the 25% decreasing funding principle. According to the updated *Framework for Running Degree Programmes*, programmes receive one year of development funding, and four years of stable continuous funding.

Key Principles:

1. **Education Market Need**: Proposals shall demonstrate, with market research, how the Degree Programme responds to a market need (e.g. training that overcomes a skill gap).

Furthermore, a Learners Needs Assessment shall demonstrate how the programme methodology and pedagogical model meet student needs and help them to ultimately support patient care in Europe (e.g. through training to develop business ideas for a validated market need and to come up with new innovations or a start-up for better health).

2. **Business Model**: Proposals must demonstrate how they will develop programmes that continue running after EIT Health financial support ceases. A letter of intent for the continuation shall be submitted. Commitment of the programme to a 1+4-year Sustainability funding scheme that follow the *Framework for Running Degree Programmes*. Please refer to Section 4.2 on Financial Sustainability for requirements on Campus activities' revenue sharing mechanisms.

3. **Team**: Non-academic partner involvement is required, to demonstrate a commitment to *develop, deliver, scale and sustain* a Degree Programme, with the expertise and the operational capacity needed to implement it on an European level[7]. Examples include industry or healthcare providers hosting students as interns, delivering lectures, providing financial support through co-funding or providing a commitment to sustainability.

4. **Impact Matrix – Guidance on Mandatory and Recommended KPIs:** Programmes are expected to scale up the number of students being enrolled and graduated from EIT Label programmes, provide learners with international and inter-sectional mobilities and support start-ups.

Mandatory Output KPIs:

- Number of Graduates from EIT labelled MSc and PhD programmes;
- Number of Start-ups created by students enrolled / graduates from EIT labelled MSc and PhD programmes;
- Programme Attractiveness and Demand;
- Programme Exchange;
- Number of Graduates Trained in I&E by KIC;
- One Citizen and Patient KPI.

Mandatory Outcome / Impact KPIs:

- All programmes are required to provide a Learner Evaluation. We recommend a phase model such as the Kirkpatrick model, which also provides the opportunity to assess several levels of learning evaluation[8].

Additional Requirement

Please see Campus Call introduction for details regarding the following additional requirements for all Campus proposals: learner skills and learning outcomes; EIT Health Focus Areas; citizen and patient engagement; digital learning; and the learner community. Regarding the implementation of continuing Degree Programmes and all aspects of EIT financial and budgetary requirements, mobility grants and unit costs, please refer to the Activity Line Coordinator for Degree Programmes, Marie Duboc (marie.duboc@eithealth.eu).

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[7] *Please refer to Campus supporting documents for definitions and examples of the participation of non-academic partners on the Connections Call 2021 page or in the Opportunities section of the main website. Please see Partnership Guidance on Connections for definitions of Academic/Non-academic Partners.*

[8] *Please refer to Campus supporting documents for examples of impact and the Kirkpatrick model.*

EIT Health is supported by the EIT, a body of the European Union

7.1.2 Call for Innovation Days Network

Background and Purpose

Innovation Days promote health innovation among university students through one-to-two-day programmes at academic institutions around Europe. Students receive an introduction to practical health innovation tools and work in multidisciplinary teams to tackle real health challenges. EIT Health projects, local organisations and private corporations may propose specific challenges to participants. Successful teams receive resources to develop their ideas, and students are encouraged to continue their entrepreneurial journey by participating in other EIT Health opportunities.

What we are looking for

For 2021 up to ten new Innovation Days could be hosted within the network. We invite partners to get in touch with the Activity Line Coordinator (see the end of this section), who shall then – on behalf of the entire consortium – re-submit one Innovation Days network proposal. The proposal shall outline the continuation of the running i-Days and the implementation and scale out of of new i-Days. To ensure quality and strategic fit of new Innovation Days, the Innovation Day Network applies a peer-evaluation process for acceptance of new i-Days. The evaluation is based on criteria developed by the Innovation Day partners. Further guidance are to be found in the *Framework Document for the Innovation Days.*

Target Group

Undergraduate, graduate and PhD students. Entrepreneurs, (industry) professionals, citizens and patients may participate to support students in the learning process.

EIT Health funding available

- New Innovation Days locations: up to €20 000;
- Locations for second edition: up to €15 000;
- Locations for third edition: up to €10 000;
- Locations for fourth and final edition prior to sustainability and adoption by the market: €5 000

Key Principles

1. **Education Market Need:** The proposal shall demonstrate, by former experience of the network and an updated market assessment, how Innovation Days continue to respond to an education market need (e.g. silos between disciplines). Furthermore, a Learners Needs Assessment shall demonstrate how the methodology and pedagogical model meet student needs and help them to get an understanding of how to contribute to health and patient care in Europe.

2. **Business Model:** The proposal must demonstrate how the individual i-Days can continue running after EIT Health financial support ceases. A letter of intent for further commitment shall be submitted within Plaza. Please refer to Section 4.2 on Financial Sustainability for requirements on Campus activities' revenue sharing mechanisms.

3. **Team:** Non-academic partner involvement is required to demonstrate a commitment to *develop, deliver and scale* the Innovation Days, and proposals should demonstrate the necessary expertise and the operational capacity[9]. Examples include: organise and host a challenge for students to work on, supply the programme with devices or other material that

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[9] *Please refer to Campus supporting documents for definitions and examples of the participation of non-academic partners on the Connections Call 2021 page. Please see Partnership Guidance on Connections for definitions of Academic/Non-academic Partners.*

will enhance the learning experience, provide their teachers or speakers, provide patient experience, sponsor students to participate in an Innovation Day, etc.

4. **Impact Matrix – Guidance on Mandatory and Recommended KPIs:** Programmes are expected to scale up the number of students being trained across the Innovation Day Network (a minimum of 70 per Innovation Day). As such, the following KPIs are required/recommended:

Mandatory Output KPIs:

- Programme Attractiveness and Demand;
- Programme Exchange;
- Number of Graduates Trained in I&E by KIC;
- A Citizen and Patient KPI: Citizen engagement; citizen outreach; number of citizens using our services;
- Further Output KPIs are encouraged.

Mandatory Outcome / Impact KPIs:

- All programmes are required to provide a Learner Evaluation. We recommend a phase model such as the Kirkpatrick model, which also provides the opportunity to assess several levels of learning evaluation[10].

Additional Requirements

Please see the Campus Call introduction for details regarding the following additional requirements for all Campus proposals: learner skills and learning outcomes; EIT Health Focus Areas; Citizen and Patient engagement; digital learning; and the learner community.

For all queries related to the call for Innovation Days Network, please refer to the activity line coordinator for the Innovation Days, Filippos Filippidis (filippos.filippidis@eithealth.eu).

7.1.3 Call for Summer Schools

Background and purpose

Summer Schools are two-to-three-week programmes delivering the knowledge, skills and attitude for creativity, innovation and entrepreneurship in fields relevant to EIT Health. Alumni from these programmes are encouraged to apply for the EIT Health Innovation Fellowships and Accelerator Bootcamps.

What we are looking for

For the Business Plan 2021, EIT Health is seeking EIT Health partners from universities, research institutes, industry and the public sector to deliver Summer Schools on Health Innovation and Entrepreneurship. In 2021, Summer Schools must specifically address **one EIT Health Focus Area**.

Target Group

Summer Schools are designed primarily for Masters', PhD and Post-Doctoral researchers, and MD students, from different disciplines. Entrepreneurs and professionals may also participate in Summer Schools.

EIT Health Funding Available

Completely new schools developed for EIT Health will be funded with up to €75 000. Re-applying

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[10] *Please refer to Campus supporting documents for examples of impact and the Kirkpatrick model.*

Summer Schools can apply for decreasing funding according to the Funding Model described in the introduction, with the exception that they can only re-apply two times.

Key Principles:

1. **Education Market Need:** The proposal shall demonstrate, with market research, how the activity responds to an education market need. Furthermore, a Learners Needs Assessment shall demonstrate how the methodology and pedagogical model meet student needs and help them to ultimately support patient care in Europe. The proposal should offer a pedagogical model and explain how it will impart the skills needed to help students to overcome silos in academic programmes and spur entrepreneurship and innovation, such as learning-by-doing methodologies, challenge-based learning, design thinking and involving a peer-to-peer learning process. Summer Schools must ultimately help students to develop (business) ideas that propose solutions to a market need.

2. **Business Model:** The proposal must demonstrate how they will contribute to develop programmes that keep running after EIT Health financial support ceases. A letter of intent for further commitment shall be submitted on Plaza, with descriptions of a sustainability plan (e.g. integrating the programme in partners' curriculum without EIT Health funding; receiving sponsorship to keep it running; transferring an interdisciplinary approach to other univiersities via a train the trainer approach, etc.). Please refer to Section 4.2 on Financial Sustainability for requirements on Campus activities' revenue sharing mechanisms.

3. **Team**: Non-academic partner involvement is required, to demonstrate a commitment to develop and deliver the Summer School, with the expertise and operational capacity needed to implement it[11]. Examples include: providing a challenge for students to work on, supplying the Summer School with devices or other material that will enhance the learning experience, providing their teachers, inspirational speakers and/or patient experience, hosting students at their location, sponsoring students to participate in the Summer School, running a Summer School as an activity lead, etc. It is highly recommended to explore how the model of the Summer School can be scaled. Examples include digital modules or a train-the-trainer approach.

4. **Impact Matrix – Guidance on Mandatory and Recommended KPIs:** Programmes are expected to scale up the number of students being trained in EIT Health summer schools. As such, the following KPIs are envisioned:

   Mandatory Output KPIs:

   - Number of Graduates Trained in I&E by KIC: minimum 30;
   - Programme Attractiveness and Demand: minimum of three applicants per spot available;
   - Programme Exchange;
   - Citizen and Patient KPI: Citizen engagement and outreach; number of citizens using services;
   - Further Output KPIs are encouraged.

   Mandatory Outcome / Impact KPIs:

   - All programmes are required to provide a Learner Evaluation. We recommend a phase model such as the Kirkpatrick model, which also provides the opportunity to assess several levels of learning evaluation[12].

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[11] *Please refer to Campus supporting documents for definitions and examples of the participation of non-academic partners on the Connections Call2021 page. Please see Partnership Guidance on Connections for definitions of Academic/Non-academic Partners.*
[12] *Please refer to Campus supporting documents for examples of impact and the Kirkpatrick model*

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Additional Requirements

Please see Campus Call introduction for details regarding the following additional requirements for all Campus proposals: learner skills and learning outcomes; EIT Health Focus Areas; citizen and patient engagement; digital learning; and the learner community.

For all queries related to the call for Summer Schools, please refer to the activity line coordinator for Summer Schools, Laurence Lapointe (laurence.lapointe@ext.eithealth.eu).

7.2 Training for Entrepreneurs & Innovators: EIT Health Fellowships Network Call

In 2021, Campus will call for proposals for one EIT Health Fellowships Network. Further educational training for this Activity Line will be called through a Deferred Call for Proposals. Also note that Campus will no longer call for Entrepreneurship Labs and will not call for new PhD Translational programmes. The EIT Health Campus team will share further details with the partnership in due time.

Background and Purpose

The EIT Health Fellowships Network is a comprehensive "science to market" health innovation training activity that presents a unique learning experience for participants. The programme results in teams identifying a need, proposing a solution and presenting a validated business case for a solution. All the Fellowship Network programmes take the approach of teaching needs-led innovation methodology in a multidisciplinary team setting, with exposure to real healthcare environments and patient needs. The network bridges gaps between industry, academia and the public sector, granting learners access to leading institutions and a diverse group of peers.

The EIT Health Fellowship Network caters to a specific type of learner at different points in their career: **Innovation Fellowships:** Intensive programmes, including clinical immersion, for transdisciplinary teams of experts developing entrepreneurial and intrapreneurial solutions. **StarShip:** Students and professionals develop business plans based on challenges provided by members of the healthcare industry.

7.2.1 What We are Looking for: EIT Health Fellowship Network

To build on previous achievements, in 2021, the network could add as many as two new Fellowship Programmes, hosted in regions that do not yet have full-fledged Fellowship Programmes (Belgium-Netherlands and Germany).

We invite partners to get in touch with the Activity Line Coordinator (see the end of this section) to propose new programmeas and also to contribute to the existing network. The Activity Line Coordinator will then – on behalf of the entire consortium – re-submit one EIT Health Fellowship network proposal. The proposal should outline the continuation of the running Fellowship Programmes and the implementation and scale out of new Fellowship Programmes for 2021.

To ensure quality and strategic fit of programmes, the Fellowship Network applies a peer-evaluation process for acceptance of new programmes. Acceptance criteria are established by Fellowship Network partners and global partner organisations in the field of needs-led innovation in healthcare. Further details are to be found in the *Framework for EIT Health Fellowship Programmes.*

To showcase strategic fit, implementation and impact of the Network, the proposal is asked to present:

- Progress and impact of the five running programmes;
- Progress and impact of Starship;

- The two new programmes.

Aside from running new programmes, the proposal shall furthermore lay out the:

- Activity Line Coordination for the coordination of the Network;
- Strategic Development and Outreach of the Network;
- A concept for longer-running programmes that will not be eligible for further funding to stay actively linked to the Network, explaining how their impact can continue to be captured. Examples of such contributions include: faculty development, teaching at other locations, spreading the network, contributing to increased funding.

Innovation Fellowship Network 2021 Additional Special Requirements:

- All programmes (continuing and new) are required to align with the overall strategy of the Innovation Fellowships Network in the proposal, thereby committing to build up a European faculty and to dedicate 6-10% of support to Activity Line Coordination.
- All Innovation Fellowship programme sites are required to provide a one-page presentation of (local) programme implementation and sustainability strategy, including the budget specification and impact matrix.

Catalyst Programme

Partners are invited to submit one separate proposal within the Fellowship Network to further develop, deliver and scale the Catalyst Programme. This is a hands-on entrepreneurial training for PhD students and postdocs who aim to accelerate the impact of biomedical research. In the Catalyst Programme, learners identify and evaluate unmet medical needs, build multi-professional teams to design solutions and plan R&D projects that show strong potential for healthcare impact in collaboration with industry and hospitals.

Target Group

Graduate and PhD students, and professionals in ICT, business, life sciences, engineering, medicine and other relevant fields. Aside from these main learners, other target groups may be brought in to support the learners, such as other health professionals and citizens.

EIT Health Funding Available

The proposal shall take account of the following funding guidelines:

- Up to €275 000 funding available for Innovation Fellowships (in their first year).
- Up to €500 000 funding available for the Catalyst Programme (for the first year).
- Continuing programmes must adhere to the [sustainability principles](#) described in the introduction section of this call. Furthermore, continuing Fellowship Programmes can receive up to €50 000 of EIT Funding for their strategic development, faculty support and outreach.

Key Principles

1. **Educational Market Need:** The proposal shall demonstrate, through market research, how the activity responds to an education market need. Furthermore, a Learners Needs Assessment shall demonstrate how the methodology and pedagogical model meet student needs and help learners to ultimately support patient care in Europe. Partners shall identify skills needed and pedagogical delivery model (using the Stanford [BioDesign methodology](#)), thereby outlining how delivery of these skills will contribute to solving a market need. Examples include creating tangible, validated market solutions in medtech, digitech, social enterpreneurship, etc.

2. **Business Model:** Partners of each individual programme shall demonstrate the commitment of their programme to a four-year sustainability funding scheme that follows the

Framework for EIT Health Fellowship Programmes and clearly outlines how each programme will continue running independently of EIT Health funding after four years. A letter of intent shall be submitted in Plaza. Please refer to Section 4.2 on Financial Sustainability for requirements on Campus activities' revenue sharing mechanisms.

3. **Team**: Non-academic partner involvement is required, and proposals must include a commitment to *develop, deliver and scale* the programme, while demonstrating the expertise and operational capacity required to implement it[13]. For example, healthcare providers and/or hospitals could host fellows at their hospital; industry, could host or provide trainings and learners; or industry could provide co-funding for fellowships.

4. **Impact Matrix:** Programmes are expected to scale up the number of learners being trained in the fellowship programmes. KPIs should include:

   Mandatory Output KPIs:

- Number of learners trained in innovation and entrepreneurship;
- Programme Attractiveness and Demand;
- Programme Exchange;
- A Citizen and Patient KPI: Citizen engagement and outreach; number of citizens using services.

   Recommended Output KPIs:

- Investment attracted by start-ups supported by KICs;
- Number of tart-ups supported by KICs;
- Number of jobs created in KIC-supported SMEs as a direct result of your project;
- Investment attracted in KIC-supported services and companies.

   Mandatory Outcome / Impact KPIs

- All programmes are required to provide a Learner Evaluation. We recommend a phase model such as the Kirkpatrick model, which also provides the opportunity to assess several levels of learning evaluation. For the Fellowship Programmes, it is highly recommended to explore also the assessment of level three and four of the Kirkpatrick Model.[14]

Additional Requirements:

Please see Campus Call introduction for details regarding the following additional requirements for all Campus proposals: learner skills and learning outcomes; EIT Health Focus Areas; citizen and patient engagement; digital learning; and the learner community.

For all queries related to the call for Innovation Fellowships, please refer to the activity line coordinator for Innovation Fellowships, Daniel Mogefors (daniel.mogefors@eithealth.eu).

7.3 Training for Professionals & Executives

Background and Purpose

Campus Training for Professionals & Executives aims to increase the number of skilled health

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[13] *Please refer to Campus supporting documents for definitions and examples of the participation of non-academic partners on the Connections Call2021 page. Please see Partnership Guidance on Connections for definitions of Academic/Non-academic Partners.*
[14] *Please refer to Campus supporting documents for examples of impact and the Kirkpatrick model*

professionals and leading executives in healthcare, to improve the services they provide to patients and citizens, and to develop, manage and adopt health innovations in their everyday work. At EIT Health, the education and training offered to the health and healthcare workforce places the patients and citizens in the centre of the process, by moving away from a professional-centred view and towards a patient-centred, holistic view.

What we are looking for

In 2021, Campus is calling for proposals for trainings designed for upskilling the health and healthcare workforce against the current challenges caused by an ageing society, demographic changes or technolgical innovations brought on by the digital revolution. The trainings shall contribute to the delivery of individual and population health outcomes, spur impactful innovation development – and support the workforce's ability to manage new innovations in their current work and to adopt and/or deliver these innovations to citizens and patients.

In terms of the training itself, proposals may include, but are not limited to:

- An innovation development programme inside a company (intrapreneurship training).
- Care delivery trainings for health professionals (e.g. trainings for a specific professional target group, such as general practitioners, physicians and also other health professions).
- Change management or other support of innovation adoption trainings for healthcare providers.
- Leadership training for hospital managers or other leaderhip staff in care delivery organisations.

Training addressing socio-economic aspects of health and inequalities in health (of migrants and other marginalised populations, for example) are also encouraged. This can be done in the form of supporting professionals to address health inequalities in their day-to-day work. Proposals are also required to involve close collaboration with health professionals, hospitals and/or patient associations.

Please note: We are not calling for disease-specific trainings or purely technological trainings that are limited in addressing skill needs and scalability and thus will not have strong impact on organisational/population outcomes.

Target Group:

Professionals to be targeted by these trainings include formal caregivers and employees spanning the entire healthcare workforce. Executives include senior policy makers, decision-makers working for payers and care providers, and civil servants of municipalities. Other target groups, such as citizens, or students, may participate if it benefits the overall learning process of the main target group.

EIT Health Funding Available:

Between €250 000 and €700 000 is available. Campus will not fund small pilots but only larger activities in 2021 and beyond, in order to ensure the highest impact.

Key Principles:

1. **Educational Market Need:** The proposal shall demonstrate, through market research, how the activity responds to an education market need. Furthermore, a Learners Needs Assessment shall demonstrate how the methodology and pedagogical model meet learner needs. Proposals should specify how the study programmes contribute to increased innovation capacity in Europe and teach learners to develop, manage and adopt health innovations – with the final objective of supporting improved patient care in Europe.

2. **Business Model:** The proposal must demonstrate how the training will continue after EIT Health financial support ceases.

   - For Professional Education, a business model is expected to include a validated cost-per-learner ratio that is benchmarked in the market and further outlines how the programme will be continued (e.g. through adoption by healthcare provider).
   - For Executive education, a business model is expected that includes a validated cost-per-learner ratio that:
     - is benchmarked in the market;
     - further outlines how the programme will be continued (e.g. by fees);

     in case of success, shows how revenues will be shared with the KIC

   Please refer to Section 4.2 on Financial Sustainability for requirements on Campus activities' revenue sharing mechanisms.

3. **Team:** Proposals shall demonstrate their commitment to *develop, deliver and scale* their trainings, with the expertise and the operational capacity needed to implement it[15]. Participation of non-academic partners is mandatory and is particularly relevant to bring in expertise to scale and implement programmes, as well as to contribute with co-investment for their sustainability. It is recommended to work with hospital networks and other care providers for scaling.

4. **Impact Matrix:** Programmes are expected to scale up the number of learners trained. The following KPIs are required:

   Mandatory Output KPIs:

   - Number of Health Professionals and Executives trained
   - Number of Professionals Trained
   - Programme Attractiveness and Demand
   - Programme Exchange
   - A Citizen KPI: Citizen engagement; citizen outreach; number of citizens using our services
   - Further Output KPIs are encouraged

   Mandatory Outcome / Impact KPIs

   - All programmes are required to provide a Learner Evaluation. We recommend a phase model such as the Kirkpatrick model, which also provides the opportunity to assess several levels of learning evaluation. For the fellowsihp programmes, it is highly recommended to explore also the assessment of level 3 and 4 of the Kirkpatrick Model.[16]

Additional Requirements:

Please see Campus Call introduction for details regarding the following additional requirements for all Campus proposals: learner skills and learning outcomes; EIT Health Focus Areas; citizen and patient engagement; digital learning; and the learner community.

For all queries related to the call for Professionals & Executives, please refer to the activity line coordinator for Professionals & Executives, Montserrat Codina (montserrat.codina@eithealth.eu).

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[15] *Please refer to Campus supporting documents for definitions and examples of the participation of non-academic partners on the Connections Call 2021 page. Please see Partnership Guidance on Connections for definitions of Academic/Non-academic Partners.*

[16] *Please refer to Campus supporting documents for examples of impact and the Kirkpatrick model.*

7.4 Citizen and Patient Engagement

Background and Purpose

Campus seeks to empower all citizens – including patients, their families, marginalised populations and other vulnerable groups, people at risk of specific conditions and informal care givers – to live healthier lives through a holistic citizen and patient pathway. Campus activities have a strong focus on prevention, as well as improving care development and delivery through a continuous engagement according to the multidimensional framework pictured below by Ocloo and Matthews (2016).

A multidimensional framework for patient and family engagement in health and healthcare. This figure builds upon Arnstein's widely quoted 'ladder of citizen participation'.
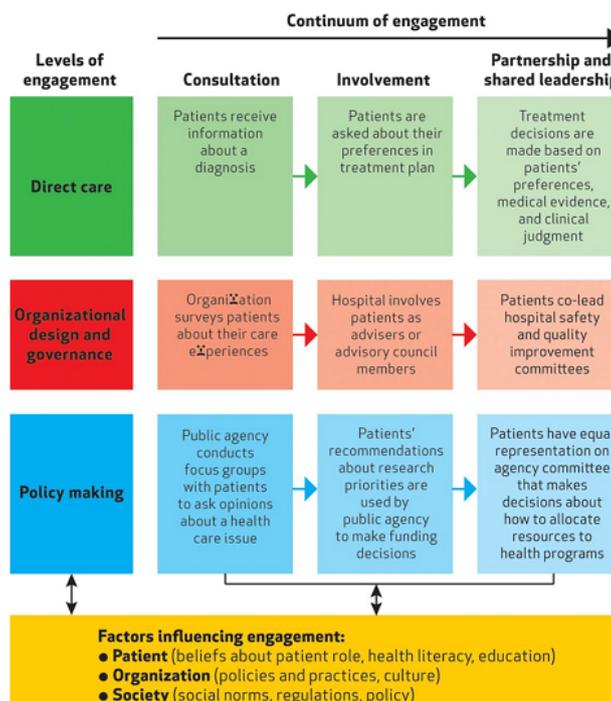
Josephine Ocloo, and Rachel Matthews BMJ Qual Saf 2016;25:626-632

What we are looking for

Campus calls for proposals for two types of activities that produce appropriate levels of engagement as specified in Ocloo and Matthews' engagement ladder:

1. **Activities directed at prevention**: Activites that empower citizens to become aware of available knowledge, approaches, tools and methods to manage their own health and stay healthy longer. These activiites are strongly focused on behavioral change, and can include targeting better eating better eating behaviour, increasing physical activity and undertaking other chnages known to positivtely contribute to reducing the risk of chronic diseases.

2. **Activities directed at improved care delivery and innovation development:** These activities include consultations, direct involvement, partnership and, finally, shared leadership in care development and care delivery. Examples include citizen training and co-design of

innovations, involving citizens in the co-creation and co-delivery of novel care modalities and proposing concepts linking citizen engagement to Innovation Projects and Start-up Creation.

Target Group: All citizens and patients, particularly those who are in need of care (elderly, children and youth, marginalised groups, chronic care patients). Other target groups, such as students or health professionals, may be invited to participate in a supporting role, in the case that it may be beneficial to the citizens' learning experience.

EIT Health Funding Available:

Between €200 000 and €700 000 in funding is available for individual programmes. Campus will not fund small pilots but only fund larger activities in this activity line that have a scalining component and the ambition to become sustainable build in per design in order to ensure the highest impact.

Key Principles:

1. **Educational Market Need:** The proposal shall demonstrate, with market research, how the activity responds to an education market need. Furthermore, a Learners Needs Assessment shall demonstrate how the methodology and pedagogical model meet learners needs and help them to ultimately support patient care in Europe.

2. **Business Model:** The proposal must demonstrate how the training will contribute to develop prorammes that keep running after EIT Health financial support ceases. Furthermore, a validated cost-per-learner ratio is expected, and it should be benchmarked in the market. Consortia may also propose a shared revenue model (where adequate). Please refer to Section 4.2 on Financial Sustainability for requirements on Campus activities' revenue sharing mechanisms.

3. **Team:** Non-academic partner involvement is mandatory. Proposals shall demonstrate their commitment to *develop, deliver and scale* their trainings, with the expertise and the operational capacity required for implementation[17]. Examples include: co-investment and collaboration on behalf of non-academic partners, and participation of municipalities and payer-providers, healthcare practitioners, patient organisations. It is expected that further scaling mechanisms are explored to multiply the reach (e.g. digital components or a train-the-trainer approach).

4. **Impact Matrix**: Programmes are expected to scale up the number of citizens and patients being reached, engaged and trained. As such, the following KPIs are required/recommended:

   Mandatory Output KPIs:

   - Citizen outreach (e.g. reaching citizens and patients through MOOCs, Festivals);
   - Citizen engagement (activivey engaging patients and citizens);
   - Number of citizens using our services (patients and citizens using products and services);
   - Number of health professionals and executives trained;
   - Programme exchange;
   - Programme attractiveness and demand;
   - Further output KPIs are encouraged.

   Mandatory Outcome / Impact KPIs:

   - All programmes are required to provide a Learner evaluation. We recommend a phase model such as the Kirkpatrick model, which also provides the opportunity to assess several levels of learning evaluation. For the fellowship programmes, it is highly recommended to explore also the assessment of level three and four of the Kirkpatrick Model, to give information about behavioural change as well as organisational / health

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[17] *Please refer to Campus supporting documents for definitions and examples of the participation of non-academic partners on the Connections Call2021 page.*

population results[18].

Further Outcome / Impact KPIs are encouraged, e.g.:

- Improved quality of life
- Reduced hospitalisation rate
- Health behaviour change, impact on wider community (where applicable)

Additional Requirements:

Please see Campus Call introduction for details regarding the following additional requirements for all Campus proposals: learner skills and learning outcomes; EIT Health Focus Areas; citizen and patient engagement; digital learning; and the learner community.

For all queries related to the call for Citizen Engagement, please refer to your local CLC Education Manager. A Citizen and Patient Engagement Manager will be available from 1 December 2019 onwards.

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[18] *Please refer to Campus supporting documents for examples of impact and the Kirkpatrick model.*

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Annex: Evaluation Criteria for New Applications

Remote Evaluation Criteria for New Applications: Specific evaluation criteria, and relative value of these criteria

I. Project Excellence and Strategic Fit (20%):

- Demonstrates a unique education and training experience compared to the state of the art that has relevance and fit with the EIT Health Strategy in terms of skill needs, learning methodology and health outcomes as described in the Call. Explains the specific added-value of the education offering, especially how it contributes to wider European themes.
- Provides evidence of a clearly-outlined educational market need based on a Learning Needs Assessment as well as market research.
- Provides evidence of Citizen and Patient engagement inherent in the intended training and purpose of the activity.
- Provides evidence for Knowledge Triangle Integration with specific EIT Health activities from the Accelerator and Innovation pillars.

II. Implementation and Feasibility (40%)

- Presents a clear education programme design, linked to the delivery of the learning outcomes and EIT Health's strategic objectives. Justifies the appropriateness of the educational technology or innovation in terms of curriculum design, learning outcomes and educational methodology.
- Presents the feasibility of the activity and provides a detailed workplan to specify how the activity will be implemented to reach intended impact, including relevant KPIs, deliverables and outputs. Details the budget and resources, including a financial plan, to explain and specify that all costs are accounted for.
- Presents a clear marketing strategy and identifies how the right learners will be recruited in a timely manner. Ensures that the activity is easily accessible to the entire partnership.
- Demonstrates the commitment of partners to develop, deliver and scale their programmes, with the expertise and the operational capacity needed to implement it. The capacity and strength of the team/network are balanced. Shows that non-academic partners are contributing to the activity and are committed to its sustainability.

III. Impact and Sustainability (40%)

- Specifies and explains how impact will be measured, based on the requirements as described in the call, and provides evidence of the expected impact created by the activity.
- Provides evidence for the evaluation and monitoring of learners per the impact guidelines of the call. Using the Kirkpatrick model is recommended. The proposal needs to explain how it plans to evaluate its learners' involvement and monitor the participants during and after the activity.
- Explains specific plans to scale the training and disseminate the educational offering on a European level, within the partnership and beyond, and explains how its learnings will be shared.
- Provides evidence of a plan to achieve sustainability according to the sustainability guidelines in the Call. The proposal needs to explain and specify how the activity will continue to be delivered and generate impact in the future, beyond EIT Health funding.

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Hearings Criteria for New Applications – Campus evaluation criteria, and relative value of these criteria

I. Project Excellence and Strategic Fit (20%)
II. Implementation and Feasibility (40%)
III. Impact and Sustainability (40%)

Remote Evaluation Criteria for Re-Applications: Specific evaluation criteria, and relative value of these criteria

I. Project Excellence and Strategic Fit in 2021 (20%):

- Demonstrates an innovative and unique education and training experience compared to the state of the art that has relevance and fit with the EIT Health Strategy in terms of skill needs, learning methodology and health outcomes as described in the Call. Explains the specific added-value of the education offering, especially how it contributes to wider European themes.

- Provides evidence of a clearly-outlined educational market need based on a Learning Needs Assessment as well as market research.

- Provides evidence of Citizen and Patient engagement inherent in the intended training and purpose of the activity.

- Provides evidence for Knowledge Triangle Integration with specific EIT Health activities from the Accelerator and Innovation pillars.

II. Implementation and Feasibility in 2020 (20%)

- Presents a clear education programme design linked to the delivery of the learning outcomes and EIT Health's strategic objectives for the activitiy in 2020. Highlights the work completed so far based on the programme design and the expected timeline and work for the remainder of the activity. Clear justifications for any delays must be provided.

- Presents the feasibility of the activity and provides a detailed workplan, including relevant KPIs, deliverables and outputs for 2020. Provides an update on progress for 2020 and specifies the metrics used to measure the impact, in order to provide evidence of the expected impact or impact already created by the activity.

- Presents a clear marketing strategy for 2020 and identifies how the right learners will be recruited in a timely manner. Ensures that the activity is easily accessible to the entire partnership.

- Provides evidence of the commitment of partners to develop, deliver and scale their programme in 2020, as well as the expertise and the operational capacity needed to implement the activity. The proposal needs to clearly explain the contribution of each partner to the activity in 2020, providing details on aspects of the project already completed and aspects that are planned for the remainder of the year.

III. Implementation and Feasibility in 2021 (20%)

- Presents a clear education programme design linked to the delivery of the learning outcomes and EIT Health's strategic objectives. Justifies the appropriateness of the educational technology or innovation in terms of curriculum design, learning outcomes and educational methodology.

- Presents the feasibility of the activity and provides a detailed workplan to specify how the activity will be implemented to reach intended impact, including relevant KPIs, deliverables and outputs. Details the budget and resources, including a financial plan, to explain and specify that all costs are accounted for.

- Presents a clear marketing strategy and identifies how the right learners will be recruited in a timely manner. Ensures that the activity is easily accessible to the entire partnership.

- Demonstrates the commitment of partners to develop, deliver and scale their programmes, with the expertise and the operational capacity needed to implement it. The capacity and strength of the team/network are balanced. Shows that non-academic partners are contributing to the activity and are committed to its sustainability

IV. Impact and Sustainability in 2021 (40%)

- Specifies and explains how impact will be measured based on the requirements as described in the call, and provides evidence of the expected impact created by the activity.

- Provides evidence for the evaluation and monitoring of learners per the impact guidelines of the call. Using the Kirkpatrick model is recommended. The proposal needs to explain how it plans to evaluate its learners' involvement and monitor the participants during and after the activity.

- Explains specifically how the consortia plans to scale the training and disseminate the educational offering on a European level, within the partnership and beyond, and explains plans to share its learnings.

- Provides evidence of a plan to achieve sustainability according to the sustainability guidelines in the Call. The proposal needs to explain and specify how the activity will continue to be delivered and generate impact in the future, beyond EIT Health funding.

Hearings Criteria for Re-Applications – Campus evaluation criteria, and relative value of these criteria

I. Project Excellence and Strategic Fit in 2021 (20%)
II. Implementation and Feasibility in 2020 (20%)
III. Implementation and Feasibility in 2021 (20%)
IV. Impact and Sustainability in 2021 (40%)

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2021
Business Plan
CALLS

Accelerator

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Contents of the Accelerator Calls

1. Expectations

EIT Health Accelerator invites partners to submit innovative, value-creating proposals in 2021, to build on and strengthen our Accelerator portfolio while synergising and creating deal flow with the two other pillars: Campus and Innovation Projects. Programmes offered within the Accelerator should be linked to Campus projects, such a Summer Schools and other courses, Innovation Projects and their spin-outs – and also 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.

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 they need to get their ideas off the ground and into the market. Accelerator works within three structured activity lines that are focused on start-up maturity:

- In the INCUBATE! activity line, EIT Health Bootcamp Programmes train entrepreneurs and innovators to create robust business plans based on their business ideas, and to validate product-solution/product-market fit in intensive programmes of up to four months. These Bootcamps are complemented by extended programmes focused on ideation, incubation, and business creation – subject to their continuation in BP2021.

- In the VALIDATE! activity line, a strong emphasis is placed on helping start-ups and entrepreneurs utilise opportunities within the innovation communities. Examples include finding suitable Living Labs and Test Beds or using the Mentoring and Coaching Network to match mentors and coaches with individualised expertise. Furthermore, the Headstart Funding programme supports emerging companies and SMEs to develop new products and services and shorten time-to-market.

- 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 financers and crowd-funders. These activities are classified as SCALE-UP! programmes. Furthermore, the Accelerator offers programmes that support expansion. For instance, individually tailored offers will provide European start-ups and scale-ups – in the domain of Medtech, Biotech and Digital Health opportunities – to expand within European countries or into other global markets (e.g. the Bridgehead Programme).

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.

Please note that at portfolio level, **50% of all Accelerator activities must have mechanisms in place that allows reasonable financial contribution to EIT Health**.

Therefore, models for revenue sharing with EIT Health (e.g. success fees, application fees, participation fees, but also sponsorship channeled through EIT Health and substantial synergies to create revenue in other activities) will be an important subject during the evaluation process of Bootcamps and Continuation activities. Potential revenues will have to be outlined in the proposal through an example calculation of expected assumptions and proposed success fee percentages and application/participation fee amounts. Accelerator activities that generate revenue for EIT Health in 2021 may be eligible to receive a reasonable percentage of the revenue in return, as part of the Financial Sustainability scheme of EIT Health. Since this will be new in 2021, a general process for this kind of revenue sharing will be developed based on the proposed revenue streams in the selected 2021 activities.

2. Project Funding and Structure in a Nutshell

The funding commitment for Accelerator programmes will be only for one year, starting on 1 January 2021 and finishing on 31 December 2021. Proposed activities must be made available and easily accessible to the entire EIT Health Ecosystem and the entrepreneurship communities within Europe (these include all RIS communities). Activities must also recruit at least 60% international participants.

3. Project Preparation

3.1. Important Events and Dates for Preparation

For detailed information on the Matchmaking Events, please see Section 5.4.1 of the Overview.

To support Partners in preparing both their Expression of Interest submission and full Proposal submissions the Accelerator will be present at all Matchmaking events. Each event will focus on specific activity lines. However, all events will be able to cater towards Partner needs. The three Matchmaking events for Business Plan 2021 are:

23-24 October 2019, Barcelona, Spain: This Matchmaking event will cater towards partners that have activities to support new entrepreneurs. It will focus on both the Accelerator INCUBATE Line and the new Ecosystem Call. It will include information on:

- *The Bootcamp Call:* for those interested in submitting new and continuing Bootcamp programmes.
- *The Ecosystem Call:* for those interested in submitting activities that add value to the entrepreneurial network and support them in creating an Expression of Interest.
- How to interact with and get part of activities applying to the *INCUBATE Continuing Call.*

4 December 2019, Paris, France: This Matchmaking event caters to partners that have activities to support entrepreneurs seeking growth, funding and market success. It will focus on the Accelerator SCALE Line and the new Network Line, with information on:

- How the *SCALE activities* add value to the Partnership and support the interaction between start-ups, scale-ups, and existing Accelerator scale activities, and how the partnership can interact with them. It will also support activities applying to the *SCALE Continuing Call.*
- *The Ecosystem Call:* for those interested in submitting proposed activities that will add value to the entrepreneurial network.

4-6 February 2020, Berlin, Germany: This Matchmaking event will cater to partners proposing activities to support entrepreneurs seeking growth, funding and market success. It will focus on:

- How to interact with and get part of activities applying to the *VALIDATE Continuing Call.*
- How the *VALIDATE activities* can add value to the Partnership, as well as new proposals, including those that are part of proposals for projects in other pillars.

3.2. Specific Eligibility Requirements for Accelerator Proposals

In addition to the general Eligibility Criteria given in Section 5.3 of the Overview, all Accelerator proposals need to fulfil the following eligibility criteria:

- All Accelerator proposals must submit an Expression of Interest. For benefit of the proposal, partners should use the period between Expression of Interest and Proposal submission ("Pre-Application Phase") to receive input and advice from a regional Business Creation

Manager.

- Agree to using the EIT Health data structure to capture start-up information (e.g. programme processes and application platform).
- In case of selection, agree to participate in a Marketing Webinar prior to the 2021 activity start and provide detailed information on programme applications in time with the Accelerator Catalogue launch estimated November 2020.
- Must not be submitted by third parties (e.g. consultancies).

In addition, all Accelerator proposals should demonstrate how they can ensure the following in case of successful selection:

- Be made available and easily accessible to the entire EIT Health Ecosystem and the entrepreneurship communities within Europe (these include all RIS – Regional Innovation Scheme - communities), and recruit at least 60% international participants.
- 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 on associated websites, etc).
- Use appropriate KPIs (Business Creation Managers can be a valuable resource for such information).
- Assure that participating start-up teams brand EIT Health Accelerator on their website in alignment with the EIT Health Accelerator Branding guidelines.
- Recruit participants with appropriate advanced notice.
- Follow up with start-ups after completion of the programme for up to three years (e.g. using standard EIT Health Accelerator survey) and monitor success of programme.
- Collaborate with other 2021 Accelerator activities chosen for the business plan.
- Indicate how the activity contributes to the Focus Areas. Focusing the programme on a specific area of technology or medical need may be advantageous in scoring if the hosts of the programme are both uniquely qualified to do so and form a suitable consortium.
- In the case of proposals re-applying for activities to be funded for a second consecutive year or more, specifically address key learnings from the previous years and tell how these will be used to strengthen the programme. Furthermore, increasing dissemination, internationalisation and/or replicability and expansion to the entire partnership needs to be proven. 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.

3.3. Accelerator KPI List

Successful proposals usually contain carefully selected KPIs. For a full understanding of the KPIs please see the specific KPI sections of this document. Within the separate sections of the individual calls, suggestions are made regarding which KPIs to select.

Request for support regarding the KPIs may be selected in the Expression of Interest form. Please also contact your respective CLC Business Creation Manager for advice and guidance for core KPIs, outcome-based KPIs and custom KPIs related to a) patient-engagement; b) patient impact.

3.4 Webinars

The Accelerator pillar will record a series of mandatory information webinars to cover:

- Accelerator Catalogue Preparation (in October 2020), covering topics on marketing, advertising and start-up brochure preparation
- Presentation and training on template usage
- Practical and strategic guidance on the choice of KPIs

Access to those webinars will be provided as soon as possible and communicated through the EIT Health newsletter and Connections.

3.5. Pre-Application Phase

This mandatory module is designed to support partners in preparing proposals that are in line with EIT Health's strategic requirements. Therefore, interested applicants must submit a short description of their intended proposal in an Expression of Interest on 11 December 2019. This is to be handed in via the EoI submission form on the EIT Health Optimy platform.

We highly recommend contacting the Business Creation Manager in the respective CLC prior to the Expression of Interest phase and during the application process. This will provide valuable insight into connecting the programme to the EIT Health entrepreneurial ecosystem. The Business Creation Manager will additionally provide guidance and support throughout the whole application process.

Business Creation Managers can also help partners in selecting appropriate KPIs and aligning with overall EIT Health guidelines. Their support should be sought when programmes are unique and could require more flexibility to strengthen their offering. Business Creation Managers are a great asset in supporting partners to understand if/how their Expression of Interest has the potential to be a robust proposal.

4. Evaluation and Selection Process

4.1 Eligibility Check

The Eligibility Check will be performed at EIT Health Headquarters in Munich according to the Eligibility Criteria described in Section 5.3 of the Overview. Proposals meeting all Eligibility Criteria will be accepted for the Remote Evaluation. Any case of non-eligibility will be communicated to the applicants by the Director of Business Creation.

Partners shall submit Accelerator proposals – independent of the proposal type such as Bootcamp, Continuation (Subsegment: Incubate, Validate, Scale) or Ecoystem – according to enclosed Call for Proposals.

4.2 Proposal Review

Please see Section 5.4.5 of the Overview for detailed information on the review process.

4.3 Review Criteria for Remote Evaluation (25%) and Hearings (75%)

4.3.1 Remote Evaluation Criteria for New Applications

Remote Evaluation Criteria for New Applications: Specific evaluation criteria, and relative value of these criteria (overall 2\5%)

I. Project Excellence and Strategic Fit (20%):

- 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.
- Excellence of involved partner institutions.
- Experience of the activity lead and involved team members, absence of silos.

II. Implementation and Feasibility (40%)

- Presents a clear programme design plan for the business creation offering. The proposal needs to concisely explain how this plan will be used.
- 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 entrepreneurs (e.g. from EIT Health partnership) and ensures that the entire partnership is encouraged to participate.
- Clear role of involved personnel, synergies and complementarity of the team.
- Own resources (cash, FTEs, infrastructure etc.) committed to the activity.
- Commitment to transferring knowledge and to scaling the activity to contribute to the highest impact possible.

III. Impact and Sustainability (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.
- Specifies clear aims and achievable outcomes matching the proposed programme design plan.
- Addresses the evaluation and monitoring of the participants. The proposal needs to explain how it will receive feedback from participants, evaluate its participants' involvement and monitor the participants' success during and after the activity.
- Addresses how to ensure knowledge transfer. The proposal needs to explain how it will scale and disseminate the Business Creation offering within the partnership and beyond, and how its learnings will be shared with similar programmes.
- Address how the different elements of the proposed offering support the sustainability model and help to expand this offering to the wider community.
- The proposal needs to explain and specify the future of the activity and prove how it will contribute financially, either by providing a Return on Investment for EIT Health or by becoming a self-sustaining initiative that requires minimal or no EIT Health funding.
- Sustainability measures can additionally be shown by providing evidence that the proposal is an integrative piece of the Accelerator value chain and contributes to start-up deal flow (specifically for Network proposals).

4.3.2 Hearing Criteria for New Applications

Hearings Criteria for New Applications – Accelerator evaluation criteria, and relative value of these criteria (overall 75%)

1. **Project Excellence and Strategic Fit (20%)**
2. **Implementation and Feasibility (40%)**
3. **Impact and Sustainability (40%)**

4.3.3. Evaluation Criteria for Re-Applications

Remote Evaluation Criteria for Re-Applications: Specific evaluation criteria, and relative value of these criteria (overall 25%)

I. Project Excellence and Strategic Fit in 2021 (20%):

- 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.
- Excellence of involved partner institutions.
- Experience of the activity lead and involved team members, absence of silos.

II. Implementation and Feasibility in 2020 and before (20%)

- The programme design plan for the business creation offering was successfull**y implemented.**
- The team has shown the necessary expertise and ability and responsibilities have been evenly distributed.
- The workplan has been properly implemented.
- Budget and resources have been used in alignment with the original financial plan.
- A recruitment and marketing strategy was in place; the entire partnership has been encouraged to participate.
- Clear role of involved personnel. Synergies and complementarity of the team has been proven and the business creation network was tapped into.
- Own resources (cash, FTEs, infrastructure etc.) have been committed to the activity.
- Knowledge gained during programme implementation has been shared.

III. Implementation and Feasibility in 2021 (20%)

- Presents a clear programme design plan for the business creation offering. The proposal needs to concisely explain how this plan will be used
- 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 feasibility and the workplan. The proposal needs to build on previous success, prove 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 entrepreneurs (e.g. from EIT Health partnership) and ensures that the entire partnership is encouraged to participate.
- Clear role of involved personnel. Synergies and complementarity of the team
- Own resources (cash, FTEs, infrastructure etc.) committed to activity.
- Commitment to transferring knowledge and scaling the activity to contribute to impact.

IV. Impact and Sustainability in 2021 (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.

- Specifies clear aims and achievable outcomes, matching the proposed programme plan.
- Addresses the evaluation and monitoring of the participants. The proposal needs to explain how the project will receive feedback from participants, evaluate its participants' involvement and monitor the participants' success during and after the activity
- Addresses how to ensure knowledge transfer. The proposal needs to explain how it will scale and disseminate the Business Creation offering within the partnership and beyond, and how its learnings will be shared with similar programmes.
- Addresses how different elements of the proposed offering support the sustainability model and help to expand this offering to the wider community.
- The proposal needs to explain and specify the future of the activity and prove how it will contribute financially by providing either a Return on Investment for EIT Health or by becoming a self-sustainable initiative, requiring little or no EIT Health funding.
- Sustainability measures can additionally be shown by providing evidence that the proposal is an integral piece of the Accelerator value chain and contributes to start-up deal flow (specifically for Network proposals).

4.3.4 Hearing Criteria for Re-Applications

Hearings Criteria for Re-Applications – Accelerator evaluation criteria, and relative value of these criteria (overall 75%)

1. **Project Excellence and Strategic Fit in 2021 (20%)**
2. **Implementation and Feasibility in 2020 (20%)**
3. **Implementation and Feasibility in 2021 (20%)**
4. **Impact and Sustainability in 2021 (40%)**

For a definition of more concrete individual requirements and criteria, please see the respective Accelerator Call Section.

4.4 Final selection for the Business Plan

Final selection for Business Plan 2021 is expected to be communicated to the Activity Leaders in writing on the indicative dates indicated in the Overview Section 5.4.3, following a final decision by the Supervisory Board. The Partner Assembly approves it thereafter in mid-September 2020.

The Supervisory Board assesses the final selection of proposals for EIT contribution, based on the criteria outlined in Section 5.4.4 of the Overview.

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

4.5 Evaluator Feedback Reports

All proposals will receive their scores and detailed evaluator feedback after the evaluation and selection process is completed. For timelines please refer to the Overview Section 5.4.3.

4.6 Accelerator Evaluation and Selection Timeline

For timelines please refer to the Overview Section 5.4.3.

5. Bootcamp Call

5.1 Background and Purpose

EIT Health Bootcamps provide an intensive incubation programme for an international mix of European teams. Bootcamp Programmes should have a clear thematic focus and be delivered by partner consortia with expertise in the area of specialisation. Examples may broadly include medtech, biotech or digital health, or they could draw on the EIT Health Focus Areas They can also target a specific need domain identified in the innovation healthcare domain across Europe (e.g. neurology, API, pharma etc.).

Teams participating in Bootcamp Programmes should have the ambition to run their own business, and to explore the opportunities of their health business idea in a European context. The Bootcamp Programmes help teams to design a successful business model, validate their product-market and product-solution fit, and discover (inter)national market potential, competition, USP and target customers. During the Bootcamp, teams should learn the necessary skills, and develop the tools and methods to build their own business.

Bootcamp Programmes target teams with a minimum of two members, who have a business idea that is still in the research and development phase. Applicants may include degree and graduate students/postdocs, and budding entrepreneurs. Teams must have the ambition to set up a company or have started a company within two years of the application deadline.

The applying consortium will offer teams a Bootcamp Programme of a minimum of 28 days (of which 15 must be face-to-face days). These face-to-face days can be held in any of the consortium partners' locations and must provide office space for teams.

All Bootcamp Programmes will be complimented by a co-operative Roadtrip in November 2021. This Roadtrip will grant Bootcamp Teams access to stakeholders, customers and experts in different European regions (CLCs). The organisation of the Roadtrip will be centrally organised and led by the EIT Health Accelerator. Please find more details in the section on Roadtrips below.

5.2 Who Should Apply

We anticipate that lead partners are likely incubators, innovation clusters, universities and/or industry partners with experience in designing programmes to support early stage start-ups. All Bootcamp consortia partners must have a proven track record in supporting health start-ups, and all hosts must be able to provide temporary office space, teaching facilities, etc. for Bootcamp teams. Bootcamp consortia partners provide teams with access to relevant stakeholders, potential customers and (if relevant) investors in their local ecosystem and broader network. We expect that healthcare institutes, business partners – such as insurance companies, innovation networks and government organisations – are likely to be part of the proposal to ensure access to the network.

5.3 KPIs

Typical KPIs for an INCUBATE Bootcamp Call:

- EIT N04 - number of start-ups created
- EIT N05 – number of start-ups supported by KICs (over more than a 2 months period)
- OUTKPI62 Number of jobs created in KIC-supported SMEs as a direct result of your project
- ActOutcome1 – percentage of Programme Attractiveness and Demand

For the following, contact your Business Creation Manager to support you in creating a custom KPI:

- Patient-Impact related KPIs
- Citizen and Patient Engagement related KPIs

5.4 Goals of the Bootcamp Programme

During the programme, the participants, should validate their problem-solution and product-market fit in European health markets. At the end of the programme, all Bootcamp participants and their respective teams should be able to assess whether a technology-based scalable business model can be built around their health tech idea.

The programme itself should cater to business ideas that complement the overall thematic scope of EIT Health: "Promote healthy living, support active ageing, and improve healthcare." Focusing the Bootcamp on a specific area of medical need may be advantageous in scoring if the hosts of the Bootcamp are both uniquely qualified to do so and form a suitable consortium. Together, all Bootcamp Programmes will form a single collective consortium. The consortium will have a joint call for start-up participation, in two application waves, and cooperate on other collaborative efforts.

5.5 Centrally Organised Roadtrip

The Roadtrip is offered in November to all start-ups participating in any bootcamp. It consists of several two-day stops and provides the opportunity for the teams to:

- access EIT Health network services, facilitated by local programmes designed to support more in-depth health market validation and network opportunities in different European countries;
- connect with a broader EU Network and have the opportunity to visit several locations during the programme in November 2021;
- investigate additional European markets in their search for a beachhead market;
- meet more peers and learn more from their peers in a facilitated peer2peer session;
- get input on their business models and beach head markets (guidelines to be communicated);
- join a pitch competition with the opportunity to win a ticket for the EIT Health Summit and an opportunity to pitch at the EIT Health Summit in December 2021;
- be closer to several Living Labs & Test Beds in Europe.

For the Roadtrip, a dedicated request for proposals to host a "Roadtrip stop" will be launched by the EIT Health Accelerator in the first quarter of 2021. This will specify Roadtrip details and requirements to partners interested in hosting such a Roadtrip stop. All partners offering a Bootcamp are obliged to host a Roadtrip stop and to submit a proposal. Optimally, Bootcamp proposals already include an

optional Work Package (costs don't have to be specified in the Bootcamp application) to host about ten visiting teams for two days. In addition, other partners can apply to host a stop, too. The final selection of the stops will be published in July. The start-up teams will be matched to the locations based on preference and best fit.

5.6 Funding and Programme Duration

- The Bootcamp programme must be carried out to a high standard with an EIT Health financial contribution in the range of €100 000-€150 000 for ten teams.
- Additionally, €10 000 must be requested per team for expenses exclusively related to travel and accommodation, including the Roadtrip. The sub-granting of this funding must be managed by the programme consortium.
- Should more teams be requested by EIT Health following the initial application, these budgets will be adjusted accordingly.
- Address sustainability of the programme: The proposal needs to have a sound sustainability plan that is integrated into the implementation of the programme and shows promise to deliver first results in the following years. Sustainability strategies can include revenue created for EIT Health for continuous financial support. Implementation will be subject of future discussion across all selected activities within monitoring processes.

5.6.1 Timeframe

- Bootcamps must provide a minimum 28-day programme (of which 15 days must be face-to-face). These face-to-face days can be held in any of the consortium partners' locations, with access to office space for Bootcamp Teams.
- Based on the selected consortia, Bootcamp Programmes will be conducted in one or two waves via the centralised EIT Health Application System:
  - o Wave 1: Applications from Teams open January to March 2021, with Bootcamp Programmes running preferably during the months of April to July.
  - o Wave 2: Applications from Teams open April to June 2021, with Bootcamp Programmes running preferably during the months of July to October.
- Bootcamp Programmes may only run during one wave, and consortia must specify in their proposal the wave in which they intend to participate.
- Additionally, a Roadtrip offered to all Bootcamp participants will take place in November 2021. Therefore, Bootcamp Programme proposals may include a Work Package to host about 10 visiting teams for two days in November 2021.

5.7 Additional Criteria/Guideline Structures

We will select 6-8 proposals that will deliver outstanding Bootcamp Programmes for the most promising start-ups in the EIT Health network, as described above. Proposals should have the following characteristics:

- An exclusive, high-quality programme – probably with a limited number of participants. A minimum of ten teams or companies is advised.
- As mentioned above, the programme should have a clear thematic focus, delivered by

partners with expertise in the particular area of specialisation covered. Conversely, this specialisation must not be unduly restrictive or limiting to applicants. Examples may broadly include medtech, biotech, digital health, or they could draw on the EIT Health Focus Areas.

- The programme should take advantage of peer learning, expert knowledge about national health systems, and contact with key stakeholders.

- The programme should take advantage of citizens and patients who share their thoughts, ideas, pains etc. – assisting participating teams in understanding needs and receiving early market validation. In this way, citizens and patients can co-create solutions for which their contribution to health system change is essential. User validation elements of the proposals thus should benefit from EIT Health's network of Living Labs and Test Beds, or any other approved patient/user test method.

- Bootcamp proposals must demonstrate the track records of all partners in entrepreneurship training and/or expertise about (inter)national health systems.

- The Bootcamp's organisers must have no stake in the teams and eventual start-ups.

- All aspects of the Bootcamp Programme should be delivered by experts, mentors, and coaches with a range of skills relevant to establishing and running a business. This should include subject matter experts relevant to the Bootcamp's specialisation.

- As with all EIT Health proposals, a strategy on how to leverage the network is important, as is interaction with other EIT Health activities. Additionally, Bootcamp Programmes must contribute to complimentary Accelerator Programmes:
  - o Local Mentors who receive EIT Health funding via Bootcamp Programmes must be referred to the Mentoring & Coaching Network.
  - o Appropriate Facilities, (where available) must be referred to the Living Labs & Test Beds.

- The programme must support teams to follow-up with further EIT Health Accelerator programmes (e.g. via their regional Business Creation Managers).

- A spirit of collaboration is expected between all Bootcamp consortia, also during the Roadtrip. This may include, but is not limited to, sharing learnings and key materials, and ensuring that Bootcamp Teams are placed in the most suitable programmes.

The proposal should provide a detailed marketing strategy of how to attract the best teams for the Bootcamp Programme, and how to communicate the added value of the programme for Bootcamp Teams.

Selection of teams:

- Minimally, ten teams (of 2-5 team members) can participate in each programme.

- The ideal team profile features a combination of skills, such as business-lead and product-development-lead.

- Selection of the teams is based on the quality of the business idea, the fit to the programme and the team's motivation and level of commitment.

If practical considerations specific to the Bootcamp Programme proposal require flexibility in the guideline structures outlined above, these must be discussed with the proposal leader's Business Creation Manager or Activity Line Coordinator as part of the Pre-Application Phase and, if eligible, explained clearly in the application.

6. General Call for Continuation of Activities

6.1 Background and Purpose

Any Accelerator activity that is willing to continue its work in 2021 will have to apply and undergo a full evaluation procedure. This requirement ensures high quality standards and continuous improvements from year to year. Budgets can only be confirmed for the following calendar year.

6.2 Who Should Apply

Unless a different arrangement is agreed upon within the consortium, the activity leader from previous years should hand in the continuation proposal. Usually the partner consortium remains, but modifications as a result of previous experience are welcome. The consortium is encouraged to include new partners if they can contribute significantly to existing or new work packages. Matchmaking events should be used to identify potential new partners.

6.3 KPIs

Typical KPIs for VALIDATE – Continuing Call:

- EIT N05 – number of start-up supported by KICs (over more than a two-month period)
- OUTKPI6 - number of products brought forward by your project that reach market readiness

For the following, contact your Business Creation Manager to support you in creating a custom KPI:

- Patient-Impact related KPIs
- Citizen and Patient Engagement related KPIs
- ActOutcome1 – percentage of Programme Attractiveness and Demand

Typical KPIs for SCALE – Continuing Call:

- EIT N05 – number of start-up supported by KICs (over more than a 2 months period
- OUTKPI65 - number of products brought forward by your project that reach market readiness
- OUTKPI62 Number of jobs created in KIC-supported SMEs as a direct result of your project

Please note, that only EIT N06 OR OUTKPI63 may be selected, not both:

- EIT N06 - Investment attracted by start-ups supported by KICs
- OR OUTKPI63 Investment attracted in KIC-supported services and companies (€)

For the following, contact your Business Creation Manager to support you in creating a custom KPI:

- Patient-Impact related KPIs
- Citizen and Patient Engagement related KPIs

6.4 Additional Criteria/Guideline Structures

With regard to the previous implementation and achievements, each continuation proposal should include the following aspects:

Project Excellence & Strategic Fit 2021

- Present a clear programme design plan for the business creation offering. The proposal needs to concisely explain how this plan will be used to ensure that the planned outcomes are achieved.
- Justify the appropriateness of the proposed activity or programme design.

Implementation and Feasibility in 2018, 2019 and previous years (applicable to continuation proposals)

- Address the contribution of each partner to the planned activity in previous years.
- Address how the activity has implemented their planned activity in previous years. Specify the implementation of the workplan so far, and work expected to be achieved during previous years.
- Address how the activity has achieved its proposed impact for previous years. Detail the current and expected status of all deliverables, KPIs and outcomes relative to the initial proposed targets.
- Provide justification for any delays related to the implementation of the workplan, budget and targets (deliverables, KPIs and outcomes) in previous years.
- Address the recruitment and marketing strategy that has been implemented in the project to date. Provide evidence of the effectiveness of these strategies in recruiting the right participants in a timely manner and show how the partners ensured that the activity was easily accessible to the entire partnership.

Implementation and Feasibility 2021

- Address 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.
- Address 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.
- Address budget and resources, including a financial plan, to explain and specify that all costs are accounted for.
- Address a recruitment and marketing strategy.
- Explain how the activity identifies and recruits the right participants in a timely manner and ensures that the activity is easily accessible to the entire partnership.
- Explain how additional work packages are implemented and what benefit will be obtained from them.

Impact and Sustainability 2021
- Address evaluation and monitoring of the programme.
- Address sustainability of the programme: The proposal needs to have a sound sustainability plan in place that is integrated into the implementation of the programme and shows promise to deliver first results in the following years.

7. Accelerator Ecosystem Call

7.1 Background and Purpose

EIT Health Accelerator strives to consolidate its portfolio. For this reason, in the past 2 years it has limited its applications to two types: Continuing and Bootcamp activities. However, the Accelerator

is aware that EIT Health Partners in their own Ecosystems already offer exceptional programmes for the Accelerator audience that could complement these flagship portfolio programmes. Therefore, to balance these forces and connect excellent regional ecosystems better into our European network, Accelerator intends to open the pan-European Accelerator Ecosystem, which will allow it to continue the strategy of consolidating its core portfolio yet offer an opportunity for already existing regional or international programmes and initiatives to integrate.

The Accelerator Ecosystem call will give already existing regional or international programmes and initiatives offered by EIT Health partners the opportunity to be both labelled and promoted as an Accelerator Ecosystem Programme (name potentially subject to change). These Accelerator Ecosystem Programmes must fit into the overall Accelerator scope and provide an added value to the Accelerator start-up pathway.

Accelerator Ecosystem Programmes will not receive any funding. Instead, they will benefit from promotion through the EIT Health network, a very valuable pipeline of international and high-quality participants. The IT tools for application and selection management is just another great advantage. Additionally, programmes will receive valuable insights from the Business Creation pillar on the best-practices observed in prior years on topics such as: mentoring, evaluation and marketing.

Partners will be connected and promoted through the network and receive visibility with the catalogue and benefit from EIT Health marketing channels. Furthermore, partners will receive Business Creation Manager support. The Ecosystem Programmes will be fully evaluated by the Evaluation Panel and will be required to report on start-up data and programme outcome. However, Ecosystem Activities will have a slimmed-down monitoring process. Ecosystem Activities will be expected to provide a sustainability contribution to the EIT Health Partnership however the contribution should focus on providing synergy to the existing network and start-up pathways rather than financial contribution.

The project leaders will be encouraged to develop and submit a full proposal, if the Expression of Interest required by 11 December 2019 is count among most promising proposals by the review board. The proposal then will go through the standard evaluation process. Valuable feedback will be provided at the Pre-Application and Evaluation Stage.

In summary, the ambition of the Accelerator Ecosystem call is to promote the value of our EIT Health Ecosystem. Proposals that are chosen to be Accelerator Ecosystem activities will have an EIT Health Accelerator label of excellence. It is foreseen that only 3 - 5 programmes will be accepted as Accelerator Ecosystem programmes in 2021.

7.2 Who Should Apply

Partners that are currently running existing programmes, initiatives or large-scale events to support the start-up infrastructure (this includes start-ups, investors, or incubators) and have the ambition to be more visible internationally are invited to apply. These programmes should have a distinct link to strong entrepreneurial ecosystems.

The ideal Accelerator Ecosystem Programme will:

- Have the ambition to run a 2021 activity without requesting any additional funding.
- Commit to share start-up application data and yearly start-up monitoring data for n+3 years.
- The partner or partner consortium has previously successfully led an EIT Health project. At least one member must be an EIT Health Partner.

The Accelerator Ecosystem Programme is NOT for the following:

- It is not meant for Co-funding activities. The management, preparation, implementation, monitoring and reporting of the activities will be solely the responsibility of the original programme lead.

The ideal Partners/Programmes are:

- Previous consortia that have worked together within one of the EIT Health Pillars in previous years
- Bridgehead Catalysers with an interest integrate
- Consortia interested in supporting EIT Health sustainability; by adding value to the existing EIT Health instruments and the start-up pathway

7.3 KPIs

Typical KPIs for ECOSYSTEM Call:

- EIT N05 – number of start-up supported by KICs (over more than a 2 months period
- OUTKPI63 Investment attracted in KIC-supported services and companies (€)
- ActOutcome1 – % of Programme Attractiveness and Demand

For the following, contact your Business Creation Manager to support you in creating a custom KPI:

- Patient-Impact related KPIs.
- Citizen and Patient Engagement related KPIs

7.4 Additional Criteria/Guideline Structures

The programmes must agree to the following guidelines:

With regard to strategic fit and excellence, each Ecosystem proposal will:

- Need to submit and Expression of Interest via a dedicated form (link and template will be published in November) prior to 11 December 2019
- Have to apply and undergo a full evaluation procedure, just like other Accelerator programmes
- Partners should show previous expertise in programmes, initiatives and large-scale events of similar nature
- Partners confirm to adhere to the EIT Health Branding regulations and ensure the supported start-ups adhere to the regulations as well
- Need to show strategic fit to Accelerator strategy and start-up pathway (fill in gap)
- Will support the achievement of Accelerator core KPIs and submit documentation in accordance

With regard to the future implementation and feasibility, each Ecosystem proposal should ensure:

- To enable data collection of the start-ups participating in the programme via the EIT Health application tool, include the EIT Health standardized fields in their application questions and ensure start-up follow-up with provided survey templates, at minimum
- Ensure a designated contact person to communicate with EIT Health on topics related to marketing, monitoring, and overall information gathering

- It consists of at least one work package, one deliverable and fulfil Accelerator KPIs
- No co-funding should be included in the proposal to avoid auditing obligations

7.5 Selection Procedure

After the Expression of Interest submission on December 11th, proposals will be assessed by a review board. The most promising submissions will be encouraged to develop and submit a full proposal. They will be personally supported by the respective CLC Business Creation Manager during the Pre-Application phase, up until the Proposal Submission deadline. Proposals will be submitted in PLAZA.

Eligibility Round: the proposals submitted will be reviewed to ensure the following criteria are met:

- Led by an EIT Health partner
- Proven track record within EIT Health and EIT Health Community
- Solid data sharing plan and use of Optimy
- Sustainability proposal include; show connection to other EIT Health instruments
- Fit to Accelerator start-up pathway (i.e. synergies with other portfolio activities in Accelerator supply chain)

Proposals will be ranked according to the points acquired in the eligibility round. A maximum of 15 proposals will be reviewed in the Evaluations round by the External Evaluation Panel. A maximum of eight proposals will move to the Hearings. It is estimated that 3-5 Proposals will be accepted as Accelerator Ecosystem activities and included in the 2021 Accelerator Catalogue.