



2020
Business Plan
CALLS



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

Contents

Introduction and overview	3
1. Introduction.....	3
2. Purpose of this document	4
3. Origin of the Calls for Proposals	4
4. All calls at a glance	5
5. Focus Areas (FAs) and citizen and patient engagement	7
6. Preparation and procedure for proposal submission	9
7. Confidentiality and conflict of interest.....	13
8. Grounds for appeal and appeal procedure.....	14
9. Where to get help	15
10. Glossary of terms.....	17
Innovation Projects Calls	20
Contents of the Innovation Projects Calls	21
1. About Innovation Projects	22
2. Project preparation, submission, evaluation and selection process.....	25
Annex 1: FAQs.....	34
Annex 2: Characteristics of a good EIT Health Innovation project	38
Annex 3: Best practices	40
Annex 4: CIMIT Maturity Innovation Template	42
Annex 5: Timeline	44
Annex 6: Hearings guidelines	46
Campus Calls	51
Contents of the Campus Calls	52
1. Campus Activities	53
2. Project preparation	59
3. Evaluation and selection process	61
4. Individual Calls.....	68
Accelerator Calls	91
Contents of the Accelerator Calls.....	92
1. Accelerator Activities.....	93
2. Project preparation	94
3. Evaluation and selection process	96
4. Specific Bootcamp Call.....	100
5. General Call for Continuation of Activities	104
6. Annex: Strategic focus for 2020 call.....	106



Introduction and overview

1. Introduction

EIT Health is seeking new activity proposals for its Business Plan 2020 portfolio. We are building on our past years' efforts and successes and look forward to more fruitful and inspiring collaborations. This call document is an invitation to send proposals that will help us build an even stronger portfolio in 2020.

This year, we introduce some new rules and processes that will help strengthen our portfolio and ensure we meet our strategic objectives:

- A. New Focus Areas (FAs) shape the goals and objectives of our consortium, bringing healthy living solutions to European citizens now and for generations to come.
- B. New rules of participation for Innovation Projects proposals, introducing a mandatory "Stage 0" phase where partners can benefit from targeted support at the regional offices in better defining and building a commercialisation path and enhanced value proposition.
- C. Elimination of the distinction between Innovation by Ideas and Innovation by Design. All Innovation Projects proposals can be submitted, so long as they meet the requirements as elaborated in the Innovation Call section.
- D. Paving the way towards Horizon Europe funding rules, all for-profit KIC partners must assume 30% co-funding of all KAVA costs, for all projects, across the entire portfolio.

Our early kickoff of Ideation meetings in October–November 2018, our annual summit in Lodz, and our yearly Matchmaking in February 2019, are key events for you to come together and co-create on your proposals.

We hope to see many of you at our different partner events and look forward to reviewing your innovative proposals for the BP 2020.

Jan-Philipp Beck

CEO of EIT Health



2. Purpose of this document

This document summarises the information on the call for proposals for Innovation, Education (Campus), and Business Creation (Accelerator) projects in EIT Health for the 2020 Business Plan. In this regard, it is the one general document to consider, split into different sections:

- Overview
- Innovation
- Campus
- Accelerator

The document will give you clarity on:

- **What we expect:** Thematic focus of our calls for 2020.
- **How we will evaluate and select proposals:** All details on the evaluation and selection procedure and the applied criteria.
- **What happens and when:** Full transparency on the timing of the entire process.
- **Rules and eligibility:** Clear guidance on financial and administrative issues, as well as eligibility criteria.
- **Where to get help:** We provide a summary of all key contact points for help and support.

3. 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 CLCs 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.



4. 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 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 projects and services, and/or the testing and implementation of novel organisational and healthcare delivery processes.

Campus Strategic Initiatives (Campus)

Strategic Initiatives of EIT Health Campus are designed to strengthen the ecosystem of knowledge and innovative thinking that is created by Campus and the other EIT Health pillars. The Strategic Initiatives are meant to have a positive impact on all the other programmes and activity lines within Campus and the rest of EIT Health. Campus Strategic Initiatives will call for a continuation of Empowering Women Entrepreneurs in Health Innovation (WE Health). Aside from this, Campus will call for Strategic Initiatives in 2020 by means of deferred calls for proposals, which will be held after this main call.

Training for Students (Campus)

These 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. In 2020, we are looking for novel proposals that help us continue to develop our strategy further with two sub-calls: 1. Degree Programmes, and 2. Non-Degree Programmes (including Innovation Days, Student Competitions and 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 and improvements in healthcare. Two sub-calls are intended to expand these training opportunities into Networks across the partnership: 1. EIT Health Fellowships & Starship Network, and 2. EIT Health PhD Fellowships Network.



Training for Health Professionals & Executives (Campus)

Campus training for professionals and executives is intended to increase the number of skilled health professionals and leading executives in healthcare, to help them to adapt to the changing environment of the profession. Through this call, Campus is seeking to increase the outreach of our training for professionals and executives to a wider audience, to gain stronger impact within this target group. Campus is calling for proposals addressing: 1. The Scaling of Successful Pilots for Professionals and Executives, and 2. New Short Courses for Health Professionals.

Training for Citizens (Campus)

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

Bootcamp Programmes (Accelerator)

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. Participants will investigate market potential in other countries by visiting the innovation ecosystems of other CLCs.

Continuation Activities (Accelerator)

Any Accelerator activity with the ambition to continue activities in 2020 will have 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 are welcome. The consortium is encouraged to include new partners if they can contribute significantly to existing or new work packages.



5. Focus Areas (FAs) 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. This year, we have progressed with our Focus Areas, adding four more to the two introduced in the 2019 call. The six Focus Areas shape this call by directing EIT Health funding decisions and securing long-term sustainability. They ensure that concrete activities and expected outcomes are integral to call proposals, and they offer guidance for anyone preparing a proposal, as all proposals should address one or more Focus Areas. The transition to Focus Areas aligns with our commitment to maintain bottom-up avenues, but acknowledges that, to have true impact, our projects need to be clustered.

The identified and selected Focus Areas are the result of comprehensive analysis of the portfolio for 2018 and 2017, alongside an audit of the European Commission stated priorities and a wider audit of healthcare innovation trends. They also build on the previously expressed interests of our partners. You can find a full presentation of the Focus Areas at [EIT Health Connections](#).

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

EIT Health works towards a fully embedded and integrated citizen and patient engagement approach by developing holistic citizen- and patient-partnering strategies that encourage listening to patient needs before embarking on the development and project journey. Integrating citizen and patient voices into our activities, where appropriate, will bring a full, personalised approach to innovation that has high potential for healthcare breakthroughs. Citizens and patients who share their thoughts, ideas, pains, etc. assist EIT Health in understanding needs and receiving early market validation, making our innovation efforts more effective. Citizens and patients who engage as partners in EIT Health activities can co-create solutions for which their contribution to health system change is essential, both at a local and international level. Well-educated and involved citizens and patients, and/or their representatives, will adopt and help distribute the co-developed solutions faster, leading to better systems and better health for citizens.

Examples of ways to empower and integrate citizens in proposals:

- Connect and use patient and citizen data to identify and develop novel integrated solutions for care.
- Collaborate with regions/cities to scale up and implement projects/initiatives.
- Active involvement of citizens, patients and payers in the development of our projects.
- User validation taking advantage of EIT Health's network of Living Labs and Test Beds, or any other approved patient/user test method.

Sample EIT Health associated KPIs:

- ActOutcome5: # of citizens directly engaged in EIT Health activities
- OUTKPI30: # of citizens using the services of the specific project



6. 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.

6.1. General webinars and Plaza training

The Project Management Office, in collaboration with the finance and pillar teams, have already prepared webinars that cover:

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

Links to Project Management Office webinars or presentations:

The financial construction of a proposal

- [Download](#) presentation from the Third Legal and Finance partner workshop

Building blocks of a proposal

- [Play recording](#) (23 min)
- [Download presentation](#)

EIT Health KPIs

- [Play recording](#) (29 min)
- [Download presentation](#)

The Plaza forms will be available in February at EIT Health Plaza. As such, the two webinars offered by the Project Management Office are scheduled around the technicalities and tips for using the online tool. No prior registration is required.

- 20 February 2019, 10am CET (Munich time.) Click [here](#) to join!
- 8 March 2019, 2pm CET (Munich time.) Click [here](#) to join!

The recordings and slides of the webinars will be made available for partners on Connections.



6.2. Eligibility criteria for all partners

Each pillar may have additional eligibility criteria, which will be listed under the individual pillar sections in this document. The following are eligibility criteria for all KIC partners and for all calls. Proposals must:

- Be complete and submitted via the Plaza system by an EIT Health KIC Partner before the deadline (27 March 2019, 16:00 CET (Munich time)). For Innovation Projects, please take into account the mandatory Stage 0 step, due by 15 February 2019 latest.
- Include Core and/or Associate Partners who have paid their membership fees for the year 2019. For a complete list of KIC Partners, please consult Connections under [Network](#).

Note on partners: By approval of the Partner Assembly of EIT Health on 10 September 2018, the annual membership fee for Associate Partners in 2019 has been raised to €30 000 per year, associated with a raise of the grant cap to €350 000 per Business Plan year (not including Sub-granting or Prizes). 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 (summer 2019) and prior to submission to EIT (September 2019).

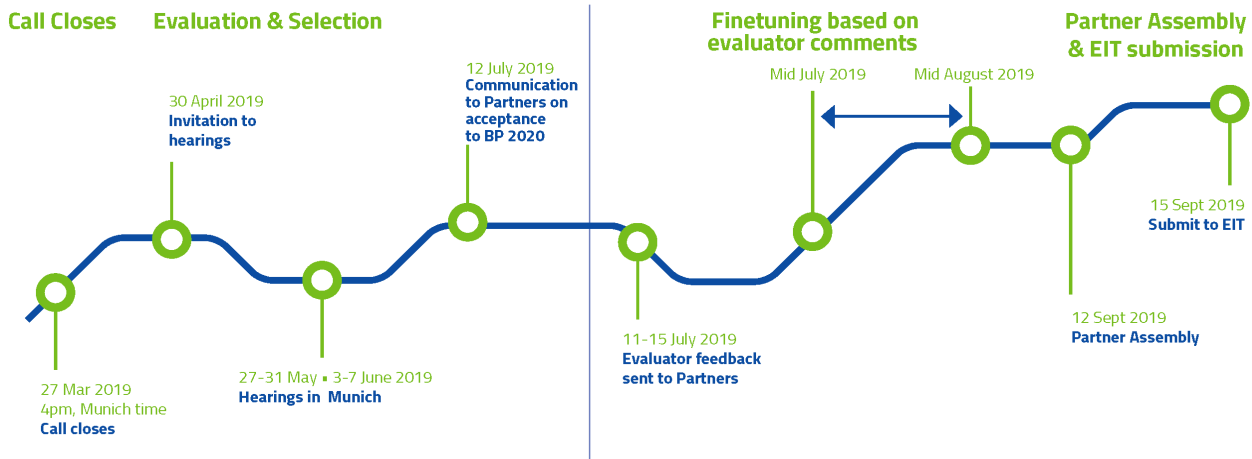
Note on Linked Third Parties/Affiliate Parties (called LTPs): Please note that Linked Third Parties that intend to participate in the calls and are not yet registered to the Framework Partnership Agreement (FPA) must initially be included in the call under the KIC Partner. If the proposal is selected for the BP 2020 portfolio, the Linked Third Party will be requested to register to the FPA, following the [approved process](#).

- All for-profit KIC Partners (with a legal form classified as “Private” and “Business”) must contribute 30% co-funding of all KAVA costs for all projects or activities of the EIT Health portfolio. 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”.



6.3. Evaluation and selection process

Timeline for Business Plan 2020 Selection:



All eligible proposals will be evaluated. The evaluation process involves two stages in all three activity pillars: 1) remote expert evaluations, and 2) hearings – with the exception of EIT Labelled Degree Programmes, MOOCs, Summer Schools and Short Courses for Professionals (*See Campus call for more details*).

STAGE 1: Remote expert evaluation

Each eligible proposal is evaluated by **five independent external evaluators** based on the criteria indicated below. 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.

Invitations for hearings will be issued by **30 April 2019** 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.

STAGE 2: Hearings

The hearings are conducted by an Evaluation Board for each pillar. The Evaluation Board consists of an external expert group and will be chaired by a member of the HQ management team. The external experts for all Evaluation Boards will be appointed by the 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.

Some practical information on the hearings:

- Hearings will be face-to-face and take place in Munich, to allow the experts to meet with the teams in-person.
- For proposals in all three pillars, a maximum of four participants is allowed. For Accelerator, a maximum of three participants is allowed. Participation of the project's leader is mandatory.
- 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.

Final selection 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 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.

Feedback from evaluators

All proposing teams will be informed about whether they have been selected to come to hearings by **30 April 2019**.

Proposals selected to be included in the 2020 business plan will be informed by **12 July 2019** and should be available during mid-July/mid-August for proposal fine-tuning based on evaluator comments.

All proposals will receive their scores and detailed evaluator feedback by **15 July 2019**.



Timeline for Business Plan 2020 hearings:

	Call Doc Publication	Stage 0	Call Closes	Remote to Evaluation	Invitation to hearings	Hearings	Acceptance / rejection sent to Partners	Evaluator feedback sent to Partners
INNOVATION	21 November 2018	15 Feb*	27 March 4pm (Munich time)	4-17 April	30 April	27-31 May	12 July	11-15 July
CAMPUS				1-17 April		27-31 May 3-7 June		
ACCELERATOR								

* For Campus, feedback from remote evaluations sent to Partners one week later.

*15 February 4pm (Munich time) is the deadline for Step 1 of Stage 0. Iteration processes can go up until final submission of the proposal, i.e. 27 March, 4pm (Munich time).

7. Confidentiality and conflict of interest

All proposals submitted through EIT Health Plaza are accessible only to EIT Health HQ staff 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.

EIT Health HQ staff may share general aggregated data about the proposals submitted – such as the total EIT contribution requested – with the Management Board (including the CLC Directors). However, no detailed cost data or work plans will be shared. The EIT Health staff is bound by the policy on conflicts of interest. All external evaluators may not be in a conflict of interest and are otherwise removed from their task. This is specified in a bilateral contract with each evaluator who is part of the EIT Health pool.

Staff of partners of EIT Health are not involved in the evaluation process. Furthermore, members of the Strategic Boards (SIB, SEB, SAAB) cannot be involved in projects. Go [here](#) to consult the structure of such Strategic Boards in our pillar governance.



8. Grounds for appeal and appeal procedure

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

Grounds for appeal are:

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

What is NOT grounds for appeal:

- Scores awarded in the course of the evaluation process.

Appeal process:

- Partners should send their appeals in writing to the Management Board (addressing the CEO) as soon as they identify an error but no later than 21 days after the error occurred.
- EIT Health staff at the HQ 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:
 - the partner does not accept that the Management Board rejects the appeal;
 - there are grounds for appeal, but the problem cannot be remedied any more without disrupting the process.



9. 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 Plaza login + passcode combination. Please register to EIT Health Plaza at least one month prior to submission [here](#).

The entire EIT Health team is here to help and guide you, to ensure you can properly submit your proposal to the call. In particular, you can address your questions to the people listed below.

For questions related to the calls for proposals, including focus areas, content, and strategic fit:

Pillar	Name	Contact
Innovation	Jorge Fernandez, Director of Innovation	M: +49 151 2808 4395 E: jorge.fernandez@eithealth.eu
	Severine Lacharme-Reichert, Innovation Manager	M: +49 151 4635 1415 E: severine.lacharme@eithealth.eu
Campus	Ursula Mühle, Director of Education	M: +49 151 1636 9604 E: ursula.muehle@eithealth.eu
	Annick Ducher, Education Programme Manager	M: +49 151 1632 6613 E: annick.ducher@eithealth.eu
Accelerator	Kurt Höller, Director of Business Creation	M: +49 171 6248634 E: kurt.hoeller@eithealth.eu
	Joy Cürten, Business Creation Manager	M: +49 151 16326614 E: joy.cuerten@eithealth.eu



For questions related to the content of the calls and specifically support with matchmaking, identifying potential collaboration partners and understanding the strategy of EIT Health:

Position	Name	Contact
Director CLC BeNe	Menno Kok	M: +31 6 414 92211 E: menno.kok@eithealth.eu
Director CLC Germany	Katharina Ladewig	M: +49 15772638290 E: katharina.ladewig@eithealth.eu
Director CLC France	Jean-Marc Bourez	M: +33 6 87324947 E: jean-marc.bourez@eithealth.eu
Director InnoStars	Balazs Furjes	M: +36 20 4241052 E: balazs.furjes@eithealth.eu
Director CLC Scandinavia	Henrik Cyren	M: +46 731553022 E: Henrik.cyren@eithealth.eu
Director CLC Spain	Marco Pugliese	M: +34 658 204 075 E: marco.pugliese@eithealth.eu
Director CLC UK-Ireland	Leslie Harris	M: +44 7340405273 E: leslie.harris@eithealth.eu

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

Position	Name	Contact
Project Manager - Innovation	Kseniia Choni	M: +49 151 16326615 E: kseniiia.choni@eithealth.eu
Project Manager - Campus	Oana Neagu	M: +49 151 16326617 E: oana.neagu@eithealth.eu
Project Manager – Accelerator	Salvatore Demelas	M: +49 151 53173865 E: salvatore.demelas@eithealth.eu

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

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



10. Glossary of terms

Co-funding

Co-funding refers to financing KAVA from financial contribution sources other than the EIT, such as EIT HEALTH HQ/partners' own resources, etc. Unlike with KCA, co-funding may not come from other EU (non-EIT) funding sources. For the BP 2020, EIT introduces a mandate that follows the funding scheme of H2020 projects and works towards the new Horizon Europe funding rules: all for-profit partners (annotated as "private" when joining the EIT Health consortium) must provide a minimum of 30% co-funding for all eligible costs.

Deliverables

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

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

KAVA: KIC Added Value Activities:

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

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

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

- Costs of subcontracting.
- Cost for Sub-Granting.
- Costs of in-kind contributions provided by third parties that are not used on the EIT HEALTH HQ or the KIC partner's premises.
- Costs of providing financial support to third parties.
- Unit or lump-sum costs.



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

KAVA: KIC Complementary Activities (KCA):

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

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

KPIs

Key Performance Indicators (KPIs) are quantitative metrics that measure progress towards reaching a goal or objective over time. KPIs are typically associated with target values. EIT Health will measure its impacts by means of a KIC scoreboard. Follow this [link](#) for complete guidance (e.g. a List of EIT Core and EIT Health Monitor KPIs, KPI reporting templates).

Milestones

A milestone represents a point in time where significant decisions or events can shape the future progress of the project and show an important achievement.

Outputs

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

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

Sub-Contracting

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



Sub-Granting

Sub-granting, is one of the cost categories in EIT Health used mainly to support students and start-ups participating in activities where they benefit from coaching, mentoring or support from our network. To be eligible, recipients must be anticipated at proposal stage and mentioned in the Business Plan. Any EIT Health, sub-grantees cannot receive more than €50 000 per business plan year.

- Proper cost justification and related information must be provided, i.e.:
- Criteria for selection and giving the support
- Envisaged activities that qualify for the support
- Criteria for determining the amount
- Persons/entities that are envisaged to benefit

Sub-grantees are paid based on actual costs and are funded by the KIC partner through a sub-granting agreement. Only actually incurred costs will be reimbursed (principle of actual costs) and based on a submitted cost statement.

Sub-grantees do not perform services! The general rule for sub-granting is to support students/graduates/start-ups, etc. benefiting directly from the offers of the programme or activity, such as a Summer School or a Bootcamp.



Innovation Projects



Contents of the Innovation Projects Calls

Innovation Projects Calls	20
Contents of the Innovation Projects Calls	21
1. About Innovation Projects	22
1.1 <i>Maturity and sustainability expectations</i>	22
1.2 <i>Project funding and structure in a nutshell</i>	24
2. Project preparation, submission, evaluation and selection process.....	25
2.1 <i>Important events and dates for preparation</i>	25
2.2 <i>Submission</i>	26
2.3 <i>Evaluation process</i>	27
2.4 <i>Final selection for the Business Plan</i>	32
2.5 <i>Feedback</i>	33
2.6 <i>Some insights on WPO – structure and purpose</i>	33
Annex 1: FAQs.....	34
Annex 2: Characteristics of a good EIT Health Innovation project	38
Annex 3: Best practices	40
Annex 4: CIMIT Maturity Innovation Template	42
Annex 5: Timeline	44
Annex 6: Hearings guidelines	46



1. About Innovation Projects

Through the 2015-2018 calls, we have developed a strong portfolio of Innovation Projects addressing the societal challenges tackled by EIT Health. These projects have brought together new partners from throughout the consortium who are now collaborating to bring better health and healthcare to European citizens. In our current call for new Innovation Projects, we are looking to expand our portfolio of high-quality, strong, balanced projects, mainly targeting our new Focus Areas. Indeed 80% of the Innovation pillar budget will be dedicated to the implementation of such projects.

EIT Health hereby invites partners to submit proposals for new Innovation Projects to be included in the Business Plan to start in 2020. 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 and healthcare delivery processes.

Please note that from 2019 on, Innovation by Ideas and Innovation by Design categories will be withdrawn. There will be only one call category for all Innovation Projects. However, we can consider projects with different types of outputs, namely:

- Projects developing products and/or services that will generate revenues and thus should be able to reach the market in a rapid manner.
- Projects developing new organisational modes and/or processes that will not have as final goal to generate revenues but rather generate efficiencies or cost savings that will have to be fully implemented by the end of the project.

Please also note that **this call is only for new Innovation Projects**. Existing multiple-year projects will be invited to propose updated plans for 2020 at a later date. A separate review process for those projects will then be carried out.

1.1 Maturity and sustainability expectations

We are looking for proposals that demonstrate a clear innovation and present a viable plan to reach the market or – in the case of organisational and process innovations – present a viable deployment strategy. The EIT Health-financed part of the project should result in an innovation that has been technically validated and tested in a relevant environment, bringing the project to a point where it can attract early adopters or additional external financing.

Proposals dealing with products or services intended to reach the market and generate revenue will have to use the CIMIT Maturity Innovation Template to demonstrate their maturity start level.¹ Market

¹ <https://cimit.org/documents/173804/228699/Navigating+the+HealthTech+Innovation+Cycle.pdf/2257c90b-d90b-3b78-6dc9-745db401fbc6?version=1.0>

Please refer to [Annex 4](#) for further details on maturity level definition and development



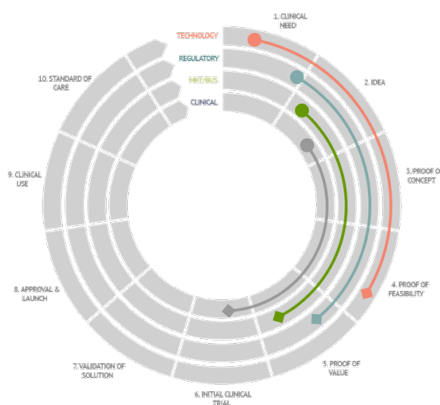
launch/deployment/regulatory approval for the innovation should be targeted for about three years following the completion of the project, and a clear path to this point should be presented.

Proposals dealing with organisation or processes, instead of revenue generation, won't have to use the CIMIT Maturity Innovation Template to demonstrate their level of maturity. But Health Economics studies will have to be already in place to show the current state of the art. Furthermore, such projects must have their innovation approach fully and successfully implemented by the end of the project.

PROJECTS THAT WILL REACH THE MARKET AND GENERATE REVENUES
(ideally, this type of projects should reduce costs)



CIMIT Maturity Innovation Template
(see Annex 4)



PROJECTS THAT WILL NOT GENERATE REVENUES
(only generating efficiencies or cost savings)



This type of projects do not need to use the CIMIT Maturity Cycle Template

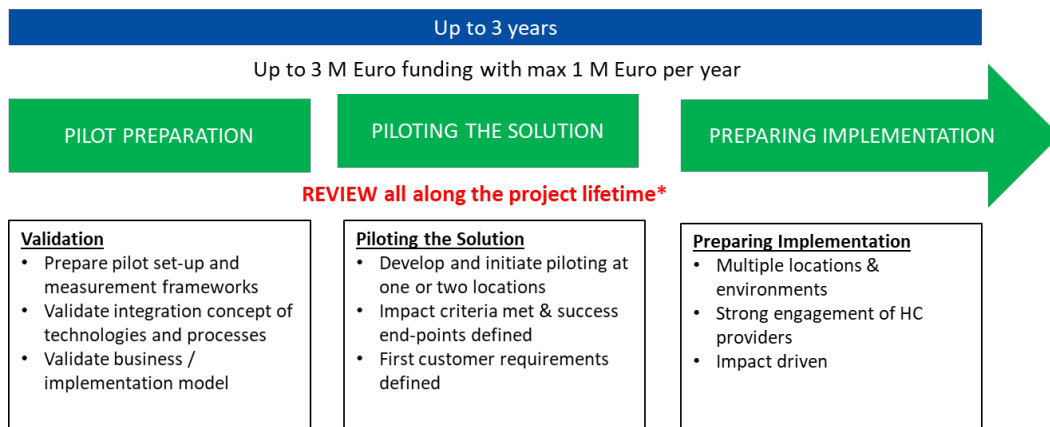
This type of projects must prove that they are more efficient/save costs, by means of Health Economics approaches



1.2 Project funding and structure in a nutshell

Innovation projects 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 clear and viable sustainable plan to be implemented within three years following project completion.

A maximum EIT contribution of €3 000 000 can be sought for each project and will only be provided for a maximum of 36 months, finishing on 31 December 2022 at the latest. The maximum yearly contribution is €1 000 000 per year. In any case, the requested EIT contribution should be adapted to the project's needs and expected outcomes.



Critical milestones and progress follow up will be monitored throughout the project's lifetime through two meetings per annum. For instance, for a three-year project, monitoring will be implemented according to the following scheme:

- Year 1: Interim update in April and mid-term review in July.
- Year 2/3: Interim update in January and mid-term review in July.

Participation in the interim update and the midterm review of the project's leader, as well as the main partners within the activity, **will be mandatory and will follow the below principles:**

- For interim update: online meeting
- For midterm review: face-to-face meeting with external reviewers

Midterm review must be considered a Go/No-Go stage gate. A scorecard will guide the process, and independent evaluators will propose a concerted approach to the Director of Innovation. Three possible outcomes will be then considered:

- Continue the project.
- Continue the project with some necessary amendments.
- Stop the project and the funding.

More details on the midterm review process and scorecard will be disclosed in early 2019.

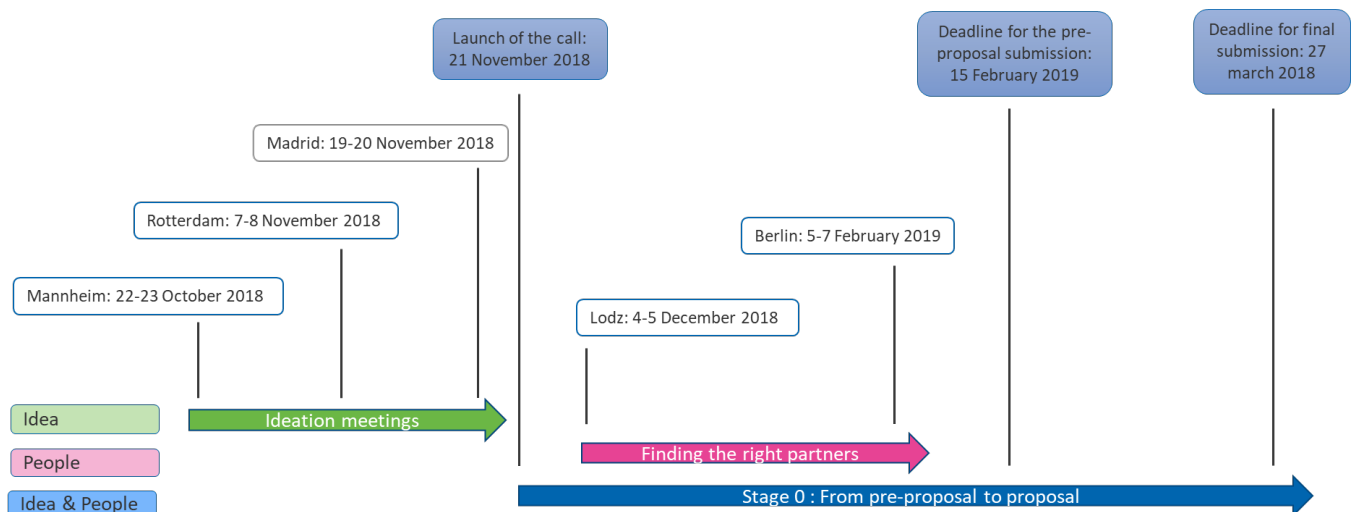


2. Project preparation, submission, evaluation and selection process

2.1 Important events and dates for preparation

2.1.1 Preparation flow

Below is a scheme summarising the different steps of project preparation, with important dates and deadlines, including the new Stage 0 (see [Section 2.1.3](#) below).



2.1.2 Ideation and matchmaking

All partners were invited to the three international ideation events that provided an opportunity to develop ideas and form initial teams for projects that can address the focus areas. Each event addressed two different Focus Areas, as outlined below:

- Ideation workshop 1: Mannheim (Germany), 22-23 October 2018
 - Bringing Care Home
 - Harnessing the Power of Real World Data (RWD)
- Ideation workshop 2: Rotterdam (The Netherlands), 7-8 November 2018
 - From the Workplace to the Health Place: Employer Leadership in Improving Health Outcomes in the Workplace
 - Fostering Healthy Lives by Introducing Behavioural Change
- Ideation workshop 3: Madrid (Spain), 19-20 November
 - Towards Healthcare Continuum Pathways
 - Creating the Enabling Environment for Healthcare Transformation



All ideas are stored in a dedicated platform and can be consulted here <https://eit.wedavinci.com>. If you don't have a login, please contact Eva Markutzik (eva-maria.markutzik@eithealth.eu), Innovation Manager at the German CLC to gain access rights.

Partners will also have an opportunity to engage in further exchange on the outputs of all Ideation Workshops during the EIT Health 2018 Summit in Lodz, Poland on 4-5 December 2018, where a dedicated pre-matchmaking session will take place.

All partners are invited to the follow-up sessions to be held in Berlin on 5-7 February 2019. Information on how to register for this event will be communicated at a later stage.

2.1.4 Webinars

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

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

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

2.2 Submission

The submission of each proposal will follow a two-stage process:

- Pre-proposal submission: project leaders must submit a three-page pre-proposal to their CLC no later than **15 February 2019, 16:00 CET (Munich time)**.
- Final proposal submission: all full proposals must be submitted no later than **27 March 2019, 16:00 CET (Munich time)**.

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

All final proposals will need to be submitted via the Plaza system. The call forms will be available as of mid-February 2019. Guidance on the usage of Plaza will be found on EIT Health Connections, and webinars will support partners specifically in using this tool for submission.

2.2.1 Stage 0

In its continuing effort to improve the chances of innovations under development, EIT Health is introducing an additional level of support: Stage 0.

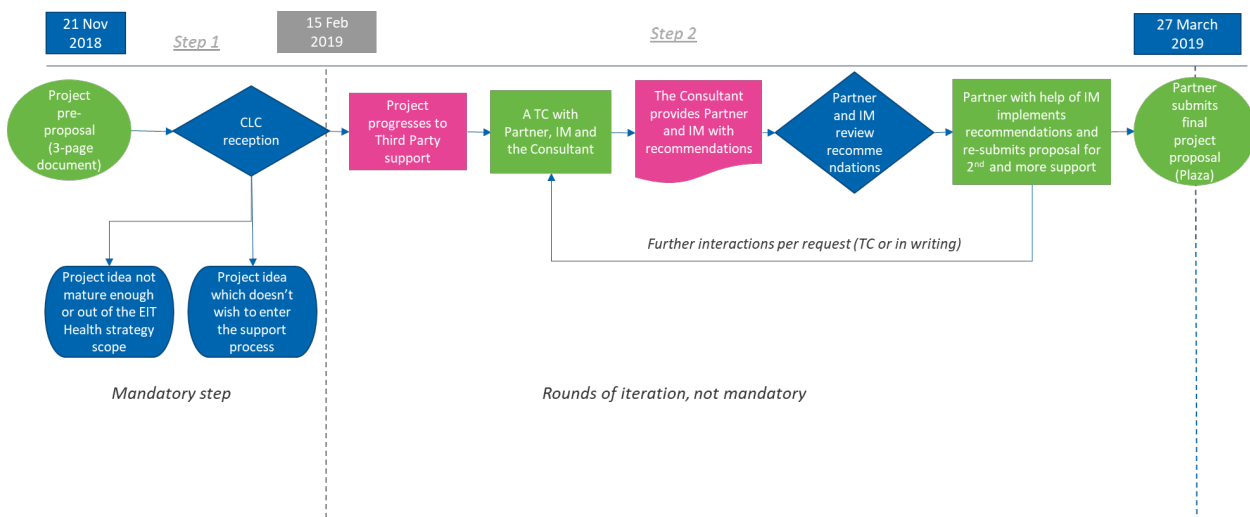
Stage 0 is made of two steps: one mandatory and one optional.



- Stage 0, Step 1 is the submission of the pre-proposal to the CLC Innovation Managers by 15 February 2019. This step is mandatory. The CLC Innovation Managers will engage with the project partners and determine whether the project requires a Step 2.
- Stage 0, Step 2 allows project partners to receive assistance from a third-party service provider in improving their final proposal*. The main goal of this service is to screen ideas against EIT Health requirements and to provide advice on strengthening proposals in all aspects. Project applicants can gain greater clarity on sustainability strategy, market to be chosen, regulatory pathway, etc.

* NOTE: EIT Health innovation teams at HQ and at the regional offices will solicit external experts to help provide this advice. Of course, any external experts will be bound by confidentiality and conflict of interest policies. The three-page document sent in by those requesting the assistance will be shared with the external service provider, who will help applicants improve proposals before 27 March 2019.

Stage 0: An opportunity for improvement



2.3 Evaluation process

Please refer to the General Eligibility Criteria in [Section 6.2](#) "General Eligibility Criteria for all Partners".

2.3.1 Specific Eligibility Requirements for Innovation Proposals

- All innovation proposals must have been submitted at Step 1 of Stage 0, in the shape of a three-page pre-proposal form by the 15 February 2019, 16:00 CET (Munich time).
- All innovation project proposals must be submitted by an EIT Health Core or Associate partner.



- All innovation project proposals must involve Core or Associate Partners from a minimum of two CLC/InnoStars.
- Linked third parties or affiliated parties cannot apply as leaders of any innovation project proposal.
- The yearly financial contribution per project may not exceed €1 000 000².
- All EIT financed project activities must be completed by the end of December 2022.

In addition, Innovation Proposals must:

- Demonstrate clear and achievable commercial or implementation end-points (e.g. products and services to be launched, organisational innovations to be implemented, etc.).
- Include at least one academic and one non-academic Core or Associate Partner, i.e. one Partner of the type “Education” or “Research” and one of any other type.

2.3.2 Proposal review

All eligible proposals will be evaluated. The evaluation process involves two stages: (1) remote expert evaluations and (2) hearings.

STAGE 1: Remote evaluation

Each eligible proposal is evaluated based on the criteria indicated below by five independent external evaluators. EIT Health e.V. contracts the evaluators and the evaluators receive training on EIT Health strategy, rules and procedures. They are instructed to check for conflicts of interest and to inform EIT Health if necessary, before evaluation of the proposal starts.

A maximum of **100 points** will be awarded in the remote evaluation by each reviewer. The final remote evaluation score will be the average of all remote reviewers’ scores.

Invitations for hearings will be issued by **30 April 2019** to the Activity Leader named in the proposal. Invitations to hearings will be based on the scoring/ranking from the remote evaluation.

STAGE 2: Hearings

An Evaluation Board conducts the hearings for each pillar. The Evaluation Board consists of an external expert group and will be chaired by a member of the HQ management team. The SB will appoint the external experts for all Evaluation Boards. The composition of the Evaluation Boards will be published before the hearings. Before hearings, the external experts will receive training on the EIT Health strategy, rules and procedures.

² Please note that financial contributions beyond 2020 will be subject to successful reviews of the project and are thus deemed “indicative” at this stage



Some practical information on the hearings:

- Hearings will be face-to-face and take place in Munich from the 27-31 May 2019, to allow the experts to meet with the teams in-person.
- A maximum of four participants is allowed. The participation of the project's leader is mandatory.
- If the Consortium has already defined which partner will commercialise or implement the results of the project once it is finished, it is strongly recommended that a representative of that partner should be one of the four participants attending the hearings.
- If a product or solution will be commercialised, it is strongly suggested that both the research department and the corresponding commercialisation department (ie. Marketing, Market Access, Business Development, etc.) are both present in the hearings.
- Hearings guidelines can be found in Annex 7.

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

2.3.3 Review criteria

The evaluation criteria are given below. The same set of criteria will be used for the remote evaluation and for the hearings:

- Project Excellence, Novelty of Innovation and Strategic Fit (20%)
- Solution Readiness, Feasibility and Project plan (20%)
- Implementation (Commercialisation; Adoption) strategy (20%)
- Impact (20%)
- Strength and commitment of team (20%).

2.3.4 Eligibility check

All final proposals will go through eligibility check. Proposals which do not meet the eligibility criteria, as checked by EIT Health HQ, will be rejected. Please refer to the General Eligibility Criteria in [Section 6.2](#) "General Eligibility Criteria for all Partners".



Specific evaluation criteria, and relative value of these criteria

I. Project Excellence, Novelty of Innovation and Strategic Fit (20%):

- Projects should 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 should state uniqueness of the proposal compared to the state of the art. In the case of clinical products/services they should be compared to the standard of care, the gold standard. Processes or management innovation should be compared with standard practices, current guidelines, etc.
- Added-value of the proposal should be demonstrated.
- Projects should address the relevance and fit with EIT Health objectives and indicate how they relate to the focus areas, as described in the Call.
- Projects should address in detail why this Innovation Project could not be developed without EIT Health support and demonstrate the role that EIT Health's support will play in the proposed activity.
- Projects should 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.

II. Solution Readiness, Feasibility and Project Plan (20%)

- 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.
- Project plans should be feasible in terms of the timeline, resources allocated and deliverables. Budget distribution between partners and between work packages should be relevant to the tasks to be carried out. Budgets will be a mixture of EIT contribution (KAVA) and partners' own contributions (KCA).
- Project activities should be 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 should be relevant and realistic for the project's objectives.



III. Strategy for Implementation (Commercialisation and/or Adoption) (20%)

- Projects should describe a clear implementation strategy – to take the innovation to market or to adopt it – identifying the necessary resources and describing how these will be secured.
- Projects should 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. obvious barriers along the project's path) and potential risks to successful implementation/market launch should be identified, and mitigation plans should be clearly defined.

IV. Impact (20%)

- Sound KPIs should be defined. Projects need to ensure that the chosen KPIs, deliverables and outputs fit with the activities' objectives.
- Projects should identify measurement of impact and contribution to the healthcare system. Projects need 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.
- Projects should 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 should ensure knowledge transfer. Projects need to explain plans to scale and disseminate within the partnership and beyond, and how to 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 timeframe.



V. Strength and Commitment of Team (20%)

- Projects should demonstrate how they will leverage excellence of involved partners' institutions. Partners having worked together before in similar settings will be considered an advantage.
- Projects should show experience of the activity leader and involved team members.
- Projects should demonstrate synergies and complementarity of the team.
- Projects should demonstrate that the team, coupled with the proposed resources is sufficient for its development and/or implementation.
- Projects should demonstrate the clear role and dedication of involved personnel in the activities. Each organisation should fulfil a meaningful role in the project, and this should be reflected in the project description. Key personnel whose roles are critical to the success of the project should be clearly identified.
- For-profit partners' own resources (cash, FTEs, infrastructure, etc.) should be committed to the activity.
- Projects should demonstrate commitment of partners to develop the outcomes into a self-sustaining activity (e.g. creation of a new start-up; one of the partners in the consortium to bring the project results into the market or to support implementation and maintaining; licensing to a third party etc.).
- If there is previous Intellectual Property Rights (IPR) involved, projects should demonstrate that the team has secured support from the institution that controls the IPR (company, university, hospital, etc.) to participate in the initiative.

2.4 Final selection for the Business Plan

When the Supervisory Board approves the portfolio of proposals for inclusion into the final EIT Health portfolio, they will use the following criteria:

- The score obtained by each proposal in the remote evaluations and the hearings. **The final score will be calculated based on 25% of the remote evaluation score + 75% of the hearing score.**
- Overall portfolio balance and fit to EIT Health Strategic Agenda and Focus Areas.
- 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.
- Considering activities in a given year, the EIT Health contribution for one partner, including all its third parties and affiliates, may not exceed 10% of the total EIT contribution for EIT Health in that year.
- One Partner may not lead more than THREE Innovation Projects in a Business Plan year.



2.5 Feedback

All proposing teams will be informed about whether they have been selected to come to hearings by 30 April 2019. Proposals selected to be included in the 2020 business plan will be informed by **12 July 2019**. All proposals will receive their scores and detailed evaluators feedbacks between **11-15 July 2019**.

2.6 Some insights on WPO – structure and purpose

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

The primary purpose of WPO is to gain a greater all-round understanding of the innovation and the environment (competition/IP/regulatory etc.) in which the project will operate. The main objective of WPO is to support the project's team to address key issues at an early stage after the launch of the activity. The key issues will be gathered from recommendations raised by external reviewers during the evaluation's stages (remote and hearings). Thus, the partners should not describe the WPO activities within their application, as these will be determined at EIT Health HQ level.

While the exact activities for WPO will be tailored to each project following reviewers' recommendations, example of topics to be addressed are outlined below:

- 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 IP situation, including identification of any freedom to operate issues.
- Prepare or update ethical approval process.
- Complete PGA to be ready for signature by all parties from launch of the project on.
- Provide and /or update non-EIT impact KPIs for the project.

More details on the implementation of the WPO process will be released in July 2019.



Annex 1: FAQs

Stage 0

What is Stage 0?

Stage 0 is a new continuous service that EIT Health is putting in place to support partners increase the value of their proposal. It can be considered as a Proposal Preparation tool.

Who can benefit from Stage 0?

All KIC partners (Core or Associate) in the partnership.

Who will be providing this service?

An independent third party, a company with significant experience in the field and that will be selected by EIT Health e.V. after an EU-wide public tender.

Does it have any additional cost for partners?

No, it does not. EIT Health e.V. is contracting the third party.

What are the key dates to keep in mind?

Deadline to benefit Stage 0 support as well as submission of the pre-proposal as first step of the Stage 0 is 15 February 2019, 16:00 CET (Munich time).

Is Stage 0 mandatory?

Yes, the Stage 0 first step of submitting the three-page pre-proposal by 15 February 2019 is mandatory. The Stage 0 second step, consisting of a supporting service proposed to partners is not mandatory.

What happens if partners do not submit the three-page pre-proposal by 15 February 2019?

Partners who do not submit the three-page proposal will *not* be eligible to submit their full proposal on 27 March 2019.

How will Innovation Managers at CLCs/InnoStars be involved in the Stage 0 process?

The Innovation Managers at CLC/InnoStars will be the main contact of the partners through the whole Stage 0 process. Upon receiving the three-page pre-proposal, each CLC/InnoStars Innovation Manager will make the first assessment estimate the level of maturity of the project and identify requirements for the third party service. If it is decided that partners will get support from third party, the Innovation Manager at CLC/InnoStars will stay involved in the process throughout.



Will any of the people from the third party service provider working with the partners in Stage 0 be part of the evaluation process?

No, they will not. In order to avoid conflict of interest, evaluators (remote and hearings) will be different individuals than the consultants who will execute Stage 0.

What if partners have in-house experts that they would like to use for Stage 0?

Partners can use their in-house experts to prepare their proposal. In general, partners should use any resources available to them to improve the quality of their project. But those in-house experts will not replace formally the third party selected by EIT Health to execute Stage 0.

What if a partner prepares a very good proposal that does not require Stage 0 support?

All proposals should go under the step 1 of the Stage 0 process (the submission of the three-page pre-proposal to CLCs by 15 February 2019). The Innovation Manager will decide the necessary support to be provided to partners by the third party consultants.

What does the three-page pre-proposal contain?

The initial document should follow the approved template and include the basic outline of the project for initial review by the CLC/InnoStars Innovation Manager. The same or an enhanced version after preliminary conversations with Innovation Managers can then go to the third-party consultants, if this step is implemented.

How does a project go from pre-proposal to full proposal during Stage 0?

As conversations evolve between the partners and Innovation Managers and/or the third party, new elements of the proposal will be validated and incorporated in the document. The initial three-pages pre-proposal document will evolve into the final proposal, which will be a maximum of 10 pages.

How many times can partners avail of the Stage 0 review?

There is no maximum level of support you partners can receive. There is only a minimum: partners need to send the three-page pre-proposal by 15 February 2019.

KPIs

How do partners define sound KPIs?

When applying for a project the following should be covered:

- What is the end-goal of the project?
- Why is this goal important and how will it contribute to the goals above?
- How will the change towards the desired goal be followed by outcomes?
- If applicable, are there outcome standard sets available for the medical condition?



- If not, are there other measures available?
- How will the socioeconomic value be modelled or calculated?

Application rules

Who can be the Lead partner?

Both Core and Associate Partner can lead the project. Linked and Affiliate Third Parties may not lead projects.

What is the maximum funding cap per Innovation Project?

The maximum EIT available funding is €1 million per year per project for a maximum duration of 36 months.

What is required as composition of partnership?

Each partnership should include at least two partners from two different CLCs/InnoStars, where at least one them should be of the type “non-academic”. The **significant participation of this partner is expected**.

What is the deadline to apply?

There are two deadlines: the first one is 15 February 2019, 16:00 pm CET (Munich time) as submission deadline of the three-page pre-proposal, part of the Stage 0 process. The second deadline is 27 March 2019, the final deadline for all full proposals that went through the first step of Stage 0.

Remote review

How many reviewers will be evaluating the proposal?

All proposals submitted by the 27 March deadline will be evaluated by five external reviewers.

Hearings review

When will partners be informed about the hearing’s invitation?

The partners with selected proposals will be invited to the hearings on 30 April 2019 once external evaluation is made and decision is made about number of projects invited to the hearings.

Is it possible to have a partner’s representative present by teleconference during the hearings?

No, hearings are only face to face meetings.

How many people are sitting in the review panel?



Each panel consists of 4-5 external experts and is chaired by an EIT Health HQ representative.

How many Partners' representative can represent the project during the hearings?

A maximum of four partner representatives can take part in the hearings to present your project.

Feedback report

When will the partners receive their feedback report?

For rejected projects, the feedback report will be circulated after invitation for the hearings. For the projects invited to hearings, the feedback reports will be released after the hearings, at the latest by 15 July 2019.

WPO

Should the partners include WPO activities in their proposal?

No. WPO will be developed based on the feedback report received during the remote and hearings phase.



Annex 2: Characteristics of a good EIT Health Innovation project

Proposal preparation:

- Key opinion leaders should be interviewed to gather additional information for the idea.
- The consortium should be able to answer: Why this solution? Why those partners? Why now? Uniqueness of the approach must be clear compared to direct/indirect competition and current gold standard.

Type of project

- Projects shouldn't be research projects. For instance, success cannot only be characterized by publications or education activities.
- Revenue-generating projects should target both better outcomes and cost savings (per capita or global basis).
- Cost-saving projects should try to achieve sustainable systems, and Health Economics studies should already be in place.

Consortium - partners

- The right partners should be dedicated to the right activities and expected outcomes.
- The lead partner is not a secondary KIC partner, a Link Third Party nor an External Third Party.
- If the project is intended for healthcare providers, then healthcare providers are expected to be part of the consortium.
- The commitment from partners and/or users should be ensured. Letters of Intent are better than Letters of Support.

Project

- The elevator pitch should be understandable at the first reading.
- Clarity should be made around end results: What should be achieved by the end of the project? How would you know that you have achieved it?
- All necessary steps to de-risk the project both on the technical and business side should be included in the project.
- Knowledge Triangle: How does integration of educational/training and business creation activities involve the other EIT Health pillars in the project?

Workplan

- The workplan should be clear, with an adequate number of Work Packages. Interdependencies of Work Packages should be well identified.



- The key Work Package must be identified.
- The real risks of the project must be well identified.
- The deliverables must be clear.

Science / Technology

- The technology should be ready.

Business / Commercialisation / Sustainability

- The commercial opportunity, in the case of a revenue generating project, or sustainable opportunity, in the case of a cost saving project should be clearly identified.
- Economic buyers as well as users should be clearly identified.
- There should be a clear and comprehensive User Story.
- After the EIT Health funding is over, there should be a maximum of three years to market entry or to implementation of a fully sustainable process.
- All the potential risks linked to market reach or process implementation from a socio-economic point of view should be clearly identified. A mitigation plan should be provided.
- Key figures should be presented (TAM, sales strategy, societal costs etc.).

Funding

- Co-funding from industry should be clearly identified.
- Budget items should be clearly linked to the activities.

Typical KPIs

- EIT N03 – number of products (goods or services) or processes launched on the market.
- EIT N04 - number of start-ups created as a result of innovation projects.
- OUTKPI6 - number of products brought forward by your project that reach market readiness.
- OUTKPI61 - number of jobs created in new business organisations as a direct result of your project.



Annex 3: Best practices

Proposal preparation

- Build your networking and matchmaking profile on Connections and for any matchmaking events, so the other partners can clearly understand your assets, unique selling points and capabilities.
- Make clear if you are a need owner and/or if you could provide knowledge and technology to address a need.
- Join matchmaking meetings and any other opportunities to present your ideas and organisation,
- Get access to <https://eit.wedavinci.com> to browse project ideas developed by EIT Health Partners during the 2018 Ideation Workshops (Mannheim, Rotterdam and Madrid).
- Try to make your criteria for project's partner scouting as specific as possible.
- Keep in touch with your CLC/InnoStars team in order to get to know better the network.
- Use the EIT Health DISCOVER platform and additional resources to get an overview of other cutting-edge projects in the same area.
- Check EIT Health's website for Success Stories to get to know prior and ongoing projects.
- Don't wait until the deadline to develop your proposal and search for partners.

Project execution

- Kick-off the project as early as possible.
- Ensure you have identified all risks, compare with your proposal and update your risk management action plan if necessary.
- Check the commitment and expectations of the entire partnership to avoid unexpected drop-outs. If necessary, facilitate the quick replacement of partners.
- Internally, inform your organisation that you will be implementing an EIT Health project and liaise with the departments whose expertise will be needed to support the implementation of the project in the best manner (e.g. legal, financial, marketing etc.).
- Start preparing the Project Grant Agreement (PGA) as soon as possible; try to involve major internal sponsors to get their buy-in and monitor the legal department to review the PGA document.
- Follow up closely your duties regarding overall reporting to EIT Health, such as interim updates, midterm reviews, fall amendment and annual reporting.
- Create an annual project plan that includes your milestones, consortium meetings, official/mandatory EIT Health deadlines and facultative EIT Health events that fit to your own project.
- Be aware of other EIT Health activities linked to Campus and Accelerator pillars. There is always a possibility to align with summer schools, fellowships or bootcamps that can solve some technical or business challenges in your project or simple scouting opportunity for new team members.

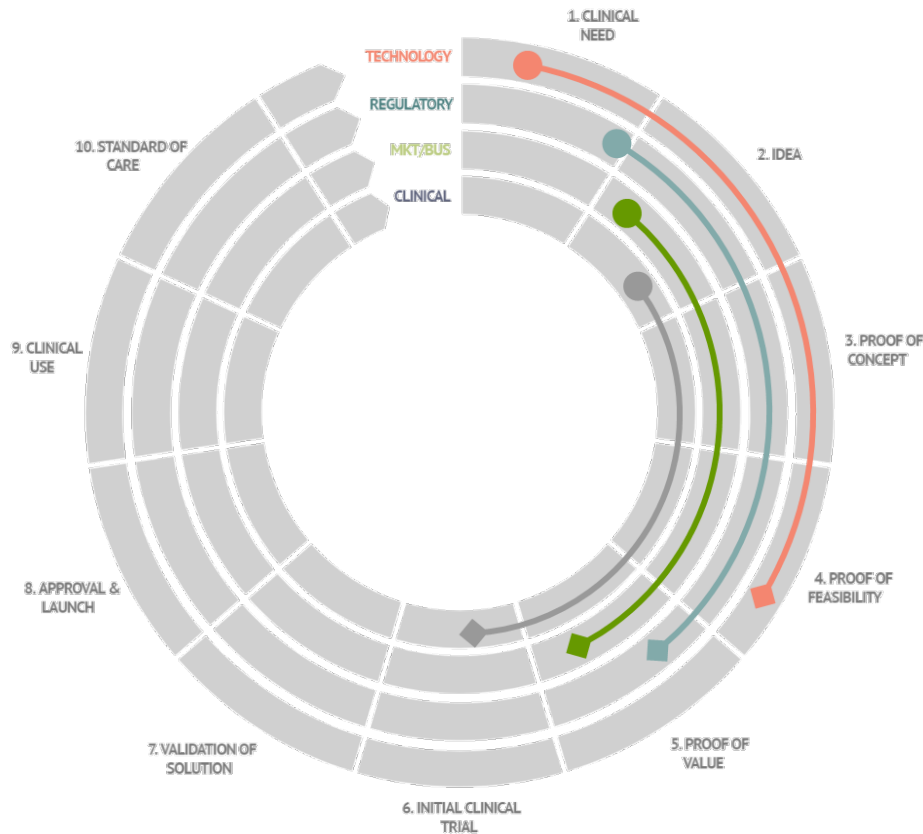


Branding and Communication

- Always share even small successes of your project: EIT Health and external stakeholders should know how you are progressing.
- Be visible and publish all your activities as much as possible. EIT Health provide dissemination support through the following channels:
 - EIT Health Website (general information about the activity).
 - Opportunity (special webpage devoted to course registration, funding application, etc.).
 - Events (special webpage devoted to the promotion of the activities' events with the registration link).
 - Connections, EIT Health intranet.
 - Social Media channels @EITHealth and local twitter.
 - EIT Health newsletter and regional newsletter.
 - EIT Health events.
 - Public Relation & Media.
- Keep in touch with your CLC/InnoStars Communication manager in order to disseminate information on your project and gather advice on your communication and dissemination activities.
- Follow the EIT Health branding rules on all your communication (including website, promotional material and scientific publications).
- A link to the guidelines and branding material is here:
<https://connections.eithealth.eu/communication-and-brand>
- Main branding points to consider are the use of:
 - EIT Health logo.
 - EU flag and sentence "EIT Health is supported by EIT, a body of the European Union".
 - Link to the website eithealth.eu.
 - Use the hashtag #EITHealth.
 - Add the official positioning statement wherever possible: "EIT Health is a network of best-in-class health innovators backed by the European Union. We collaborate across borders to deliver new solutions that enable European citizens to live longer, healthier lives."



Annex 4: CIMIT Maturity Innovation Template



The Innovation Maturity Level (IML), defined by CIMIT, will be applied as a matrix system to measure the maturity of four domains: Technology, Regulatory, Marketing/Business, and Clinical.

Projects will need to start at a minimum of IML 3 (Proof of Concept). Projects' finish point will depend on the sector (BioPharma, MedTech, Digital Health).

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

- 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.).



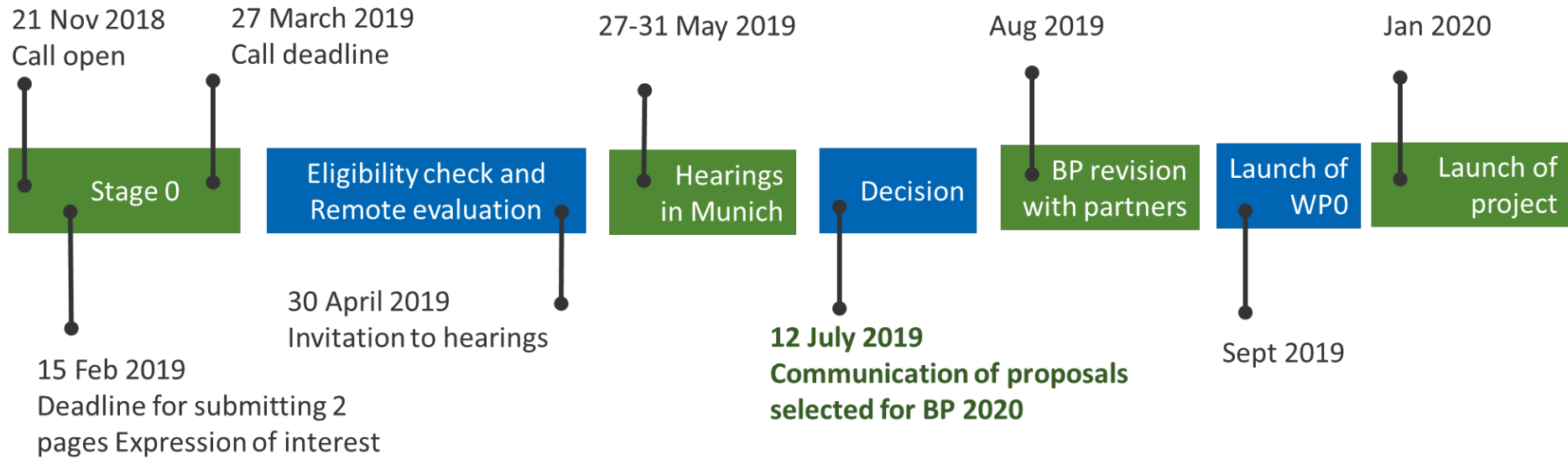
IML definition

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



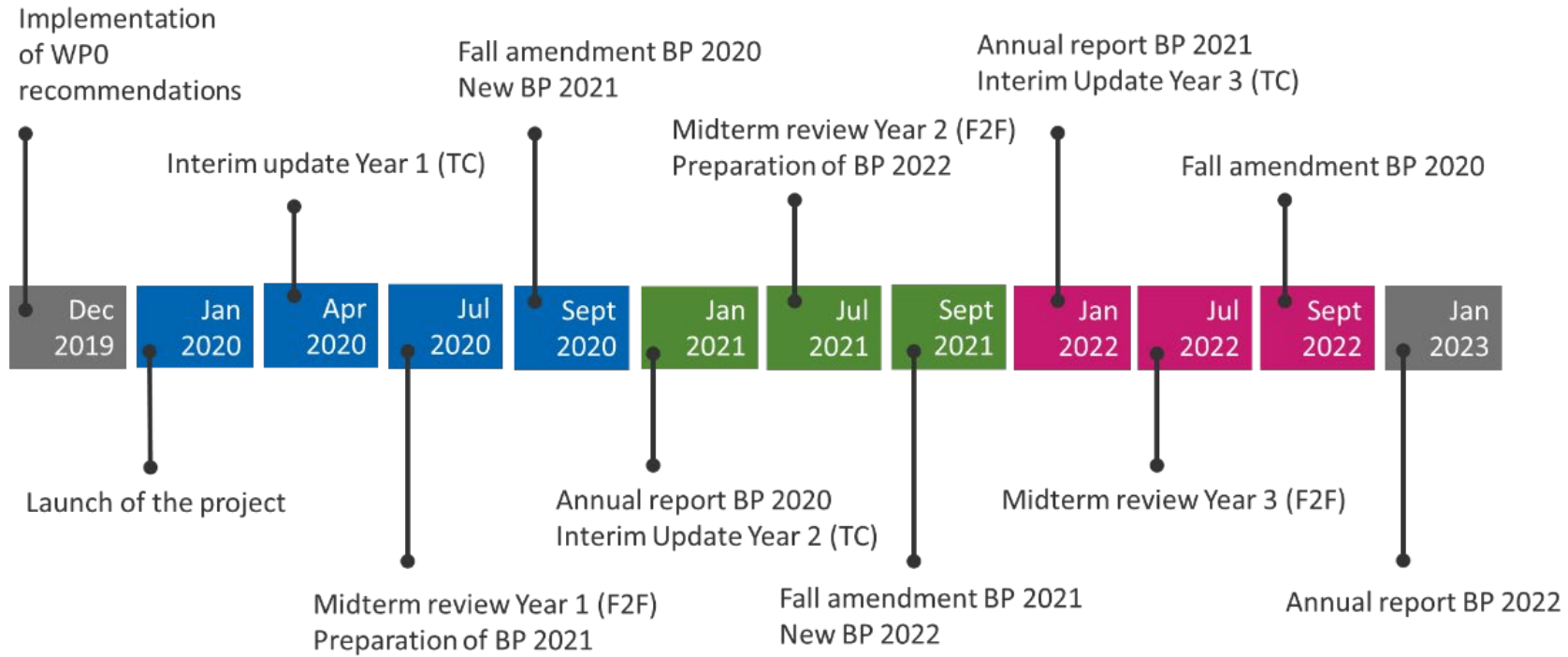
Annex 5: Timeline

Application Process



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

Execution Phase



Annex 6: Hearings guidelines

The purpose of the hearings is to make a final decision regarding the selection of your proposal to be included in the Business Plan. The hearings provide you and your team an opportunity to present your proposal to the external reviewers and to receive valuable feedback on your project. Each hearing will be evaluated based on the key areas highlighted in the call document. Further information on presentation requirements and the evaluation can be found below.

The hearings are designed to assess the maturity of the solution proposed. These guidelines describe what EIT Health is looking for and how you can build your presentation – providing the external reviewers with the right information to advise on your fit to the EIT Health strategy – and thus to be included in the 2020 Business Plan.

Some tips:

- The presentation needs to be succinct, coherent, and with clear messages.
- We are not expecting teams to have all these details on the slides, but rather to be prepared to answer those questions from the panel. Extra slides *can* be prepared in advance to answer potential questions.
- You have 20 min for presenting. A general rule is one slide per minute. Prepare an adequate number of slides with concise information.
- We recommend you have at least one slide on commercialisation and/or deployment strategy.

NOTE: These guidelines to prepare hearings should serve as an orientation. Not all of them may be relevant to your project, but the ones that are relevant should be addressed.

The Problem

- What is the problem/unmet (clinical) need that you are trying to solve?
 - Provide a holistic overview of the problem's impact considering health, mental, and social factors, cost to healthcare systems, etc.
 - What is the incidence? What is the prevalence (regarding the disease or condition)?
- How is this problem currently being solved?
 - What is the Gold Standard?
 - What is the Standard of Care?

The Solution

- Clearly explain your solution (what it is and how it would solve the problem).
- Some suggestions to clarify what type of product/service/process you are proposing (you don't need to use them all):
 - Your solution is a...: Product / Service / Product & Service.



- Your solution is...: Hardware / Software / Hardware & Software.
- Your solution is...: Medical device / Consumer device.
- Your solution is...: B2B (Business-to-Business) / B2C (Business-to-Consumer) / etc.
- Your solution is...: Device / Wearable / Implantable / Invasive / Disposable / etc.
- Your solution is...: A one-off (you buy it once, and that's it) / a recurrent sale (you have to buy it many times).
- From a regulatory point of view (devices): FDA (class I, II, III); EU (Class I, Class IIa, Class IIb, and Class III).
- What differentiates your solution from existing solutions (products or services)?
- New EU regulations:
 - How will the new EU MedTech regulations affect your product/service/process?
 - Is your solution GDPR compliant?

The Technology

- Please describe briefly the technology supporting your solution.
- Innovation Maturity Level: please use the maturity template and the checklist provided (CIMIT model).
- Explain outcomes of the technology: what does it provide or allow the product/service/process to do?
- What is the real innovation here?
- Intellectual property (or other) protection strategy:
 - Is it patented?
 - Who owns the IP?
 - Is there a technology transfer agreement in place?

The Customer

- Who is the target customer and why will they value your product or service?
 - Who will be the user of your product/service/process?
 - Who will be the economic buyer (payer) of your product/service/process?
- How many potential customers/clients have you talked to?

The Market

- What is the addressable market (number of patients)?
- What is the value of the addressable market (potential revenues or cost savings in euros)?
- Be realistic. Do not say you can help all patients with a specific condition, when you know that, realistically, the group who can access your product/service/product will be smaller.



Competitors' Landscape (and your advantage)

- Who are the current and likely competitors?
 - Explanation of their approaches and how your solution compares on a set of key dimensions (think competitor comparison chart), with current and new competitors/technologies.
 - What are the outcomes of current solutions?
 - How are these differences playing to your benefit and those of the customers?
- Summarise why your users will prefer your (future) product/service/process over the alternatives.

Value Proposition

- Describe how your product/service/process provides value to the user/customer (explain how it is better and/or cheaper than current solutions).
- What are barriers to adoption? Common barriers regarding physician and patient adoption are:
 - Your product/service/process will change the current clinical workflow of the Healthcare Providers (HCPs) or the clinical practice.
 - Your product/service/process will require a behavioural change from the HCPs, user and/or patient.
 - Your product/service/process will replace a concrete professional group or their involvement will be no longer (or less) needed (i.e. artificial intelligence software that reduces the need for radiologists significantly) or your product/solution will substantially change the existing business model (i.e. a new device that reduces the need for bariatric surgery).
- How will you overcome these barriers?
- What evidence do you have that shows that acceptance of your proposition is feasible?

The Business Model

- When the product/service/process is ready to be launched, how will it make money for revenue generating project or make cost savings for other projects? Where will the revenue / savings come from?
- Assumptions (to be validated): what are current assumptions that need to become true for your product/service/process to be successful?

Sustainable strategy

- Who will prescribe/recommend the product/service/process/process?
- Who will use the product/service/process?
- Who will benefit (or reap the savings) from the product/service/process?
- Who will pay for the product/service/process?
- Does the product/service/process require technical expertise, support, maintenance, etc.? How will this be provided?



- Is product/service/process marketing regulated? By what agency? Does it require certificates, quality assurance, etc.? How will these be achieved? Explain how your development plan is aligned with this.

Budget

- Funding up-to-now: private vs. public (show how much money has been put into the project from public sources – i.e. Horizon 2020 – and private-professional investors.
- Overview of the use of funds that are sought from EIT, its use and expected outcome/deliverable.

Roadmap / Project development plan

- What have you achieved/done so far?
- What is validated already?
- What are the next steps and key milestones during and after the project?

Risk analysis

- What are the main significant risks associated with the project?
 - Clinical
 - Technology
 - Market / Business
 - Regulatory (Safety and Efficacy) and Reimbursement
- How do you manage risks? Briefly describe your contingency plan.

Consortium members

- Show that this is the right team to create and capture value in this opportunity.
- How does each partner contribute to this project?
- Show that each member in the consortium plays an important and relevant role and that no key partner is missing.
- Show the institutions and the people who will be working on the project from each institution.
- FTE assigned to the project: explain them in the context of the key team members, what else they do, and their priorities.
- Have members of the team worked together in the past? If so, which activities and what were the results?
- How will you manage the matrix relationship as a team with partners across different geographies, time commitments, etc.?

Key Performance Indicators (KPIs)

- Please describe your top three KPIs and the rationale behind them



- What is the one indicator that will tell you that your project is successful?
- What is the one indicator that will tell your project is unsuccessful? What would be your indication to stop?

Impact/Strategic Fit

- What is the expected impact that your project will be delivering? How will you measure it?
- How can EIT Health contribute to creating impact within your project?
- Why should EIT Health fund your project and include it in its Innovation Portfolio?

Knowledge Triangle Integration

- How do you integrate Knowledge Triangle activities in your project?
- Could you quantify and qualify the impact of this integration?
- How this project fit on the Education and Business Creation portfolio?

Project continuation

- How do you plan to exploit the results of this project if it is successful? (Give a timeline.)
 - Starting and growing a company (incorporating a new start-up/spinoff)
 - Licensing to an industrial partner
 - Co-developing with an industrial partner
 - Other (please explain)
- When EIT Health funding comes to an end, how do you plan to fund the next steps? Own resources, public procurement, etc.?
- Do you have a funding plan, pipeline, strategy of potential funders?

Challenges

- What do you see as the biggest challenges that you expect to face in the next two years?





Campus



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

Contents of the Campus Calls

Campus Calls	51
Contents of the Campus Calls	52
1. Campus Activities	53
1.1. Skills needs	54
1.2 Citizen and patient engagement and Knowledge Triangle Integration	55
1.3 Innovative Education & Digital Components.....	55
1.4 Project funding and structure in a nutshell	56
2. Project preparation	59
2.1 Important events and dates for preparation.....	59
2.2 Eligibility criteria.....	59
2.3 Pre-Application Phase	60
3. Evaluation and selection process	61
3.1 Eligibility Check.....	61
3.2 Proposal review	61
3.3 Final selection for the Business Plan.....	66
3.4 Evaluator feedback reports	66
3.5 Campus evaluation and selection timeline.....	66
3.6 Contact Information	67
4. Individual Calls.....	68
4.1. Campus Strategic Initiatives.....	68
4.2. Training for Students.....	70
4.3 Training for Entrepreneurs and Innovators	81
4.4 Training for Professionals & Executives.....	85
4.5 Citizens Outreach, Training & Empowerment	88



1. Campus Activities

For Business Plan 2020, we invite partners to submit new proposals and re-submit existing ones for innovative, future-oriented health education formats, courses and training programmes, to build on and increase the far-reaching impact of our Campus offerings for the European citizen.

Since 2016, Campus has been working with the ambition to innovate the delivery of health education, helping to uphold Europe's excellence as a powerhouse in health innovation. Campus offers various modes of educational activities, combining technical know-how and best pedagogic practices with a strong focus on challenge-based learning. One aim is to develop the next generation of health innovators, entrepreneurs and leaders, and ultimately create new professions that are needed to sustain Europe's innovation leadership. We also aim to empower the individual citizen to manage his/her own health, thereby improving the health and well-being of European citizens in line with EIT Health's key priorities of promoting healthy living and active ageing, and improving healthcare for all.

Campus seeks to act as an incubator for innovative educational offerings that will be adopted by the market and thus act as a catalyst to transform (higher) education. Campus builds successful programmes that empower and create health innovators and prepares the workforce to respond to innovations in health and healthcare. In 2018, an Education Needs Analysis was undertaken to help us more closely link Campus activities to specific skills and competences required from Europe's workforce in the health and healthcare sectors. More information on this work is explained further below. Campus activities also complement other efforts in the European educational sphere, such as [HE Innovate](#) and [Entrepreneurship Competencies](#).

For Business Plan 2020, Campus continues to call for proposals in activity lines designed to focus on four target groups that are the drivers of change in the health sector: 1. Students, 2. Entrepreneurs & Innovators, 3. Health Professionals & Executives, and 4. Citizens & Patients. Campus training activities provide these change agents the necessary knowledge, skills and attitudes to empower them to lead change in the health sector. All activity lines are co-ordinated by expert Activity Line Coordinators within the EIT-Health network who work to support the development of ongoing and new activities to ensure the continuous build-up of our portfolio. In addition to these activity lines, we also seek proposals for Campus Strategic Initiatives designed to strengthen the ecosystem of knowledge and innovative thinking that is created by Campus, and to make a positive impact on all the other programmes and activity lines within Campus and the rest of EIT Health.



Campus Activity Lines

Campus Strategic Initiatives	Training for Students	Training for Entrepreneurs & Innovators	Training for Professionals & Executives	Training for Citizens & Patients
WE Health	Degree Programmes	Innovation Fellowships & Starship Network	Call to create highly impactful training for Professionals & Executives	Citizens Outreach, Training & Empowerment
	Non-Degree Programmes	PhD Fellowships Network		
Innovative Education and Digital Components (ideally included in all proposals)				

In order to align Campus activities with the overall EIT Health strategy, the 2020 Campus Call for Proposals integrates the six newly-introduced EIT Health Focus Areas. Campus requires all partners to clearly demonstrate how their proposals can be linked to one or more of these Focus Areas, two of which are particularly relevant to Campus: “Creating the enabling environment” and “Fostering healthy lives by introducing behavioural change”. The first refers to working towards an organisational evolution in healthcare management, which will be highly relevant for educating Professionals & Executives to adapt to new the new roles they will be asked to fill. The second refers to empowering citizens for self-care, through prevention and knowledge of health. Partners who wish to address the other Focus Areas are also welcome to do so. More details on the Focus Areas can be found in [Section A. 5.](#) of this document.

1.1. Skills needs

Campus activities are about advancing knowledge, skills and competences – going from “knows” to “knows-how” to “shows-how”. In a new development for Business Plan 2020, Campus has identified specific skills needs relevant for all Campus target groups. These skills needs result from the *2018 EIT Health Education Needs Analysis*, which identified the skills and competences that the future health and healthcare workforce require to ensure that European health education continues to drive innovation. This strategic analysis was conducted to support Campus in reaching the highest impact by targeting specific skills needs and determining the skills on which EIT Health should place higher emphasis. The findings of this study resulted in identifying eight skill categories relevant to our educational offerings: *Digital & Data Literacy, Inter-professional & Multi-disciplinary Skills, Critical Thinking & Decision-Making, Entrepreneurship & Innovation, Inter-personal & Citizen-Oriented Skills, Management Skills, Communication Skills, and Health System*



Skills. Each segment of this Campus Call for Proposals specifies the skill categories most relevant for the target group (i.e. students, professionals, etc.). Please note that the categories listed are meant as a guide and are not comprehensive. Proposals should focus on delivering a complementary set of skills in their innovative health education offering and should not focus solely on one specific skill. Definitions of these eight skills categories and more information about skill needs will be provided on Connections and shared with the partnership.

1.2 Citizen and patient engagement and Knowledge Triangle Integration

At EIT Health, we collaborate across borders to deliver solutions for one overarching ambition: to enable European citizens to live longer, healthier lives. All activities we select into our Business Plans should directly or indirectly benefit European citizens. By involving citizens, EIT Health Partners understand their needs better and can develop new solutions based on these insights. We encourage all proposals submitted to the Call for Proposals 2020 to clearly demonstrate how citizens are involved and/or benefit, as well as how the proposals answer the needs of citizens and patients. Proposed training and courses may directly involve citizens or patients as learners, or as partners themselves.

In terms of Knowledge Triangle Integration, partners preparing proposals are encouraged to define and put in place specific pathways for Campus learners to benefit from the other two pillars: Innovation Projects and the Accelerator. Proposals must specifically explain the pathway envisioned for its learners and how the process will be put in place. This can entail opportunities for learners to participate in Accelerator activities, as well as innovation projects participating in Campus offerings or Campus talents developing Innovation Projects.

All learners who participate in a Campus activity should become part of and actively engage with the EIT Health Alumni network, a cross-cutting initiative designed to strengthen the wider EIT Health community by connecting enthusiastic alumni to the different initiatives of EIT Health.

1.3 Innovative Education & Digital Components

Along with Focus Areas and skill needs, Campus encourages proposals to incorporate elements of innovative education and digital components relevant to all Campus activity lines described in this Call. **Innovative Education** and **Digital components** were formerly separate activity lines with specific calls for proposals. In 2020, these aspects are called for as elements and methods that shall be embedded into any Campus proposals.

For Innovative Education, please refer to the 2018 [Deferred Call for Proposals](#) for a more detailed understanding of what is meant by Innovative Education.

By Digital components, we refer to the development of learning assets that are digital and that can be reusable. For example, a digital component may be a short video summarising key learning outcomes from a course (see EIT Health example [here](#)), that are used to complement an educational learning. Another



example of the use of digital components is in the form of a small learning element (see Khan Academy example [here](#)). Digital components may also be stand-alone MOOCs (see previous Campus MOOC offerings [here](#)) or learning assets and lecture notes. Ultimately, Campus aims to provide Digital educational content in the form of a virtual marketplace as a repository for accessible digital learning. This is intended to be available to the entire EIT Health network.

Including these elements is encouraged when fitting to the overall purpose of the educational offering and adding value to better reach higher impact and Campus objectives.

1.4 Project funding and structure in a nutshell

1.4.1 Different segments for each Campus activity lines

The 2020 Campus Call for Proposals includes the following segments for the Campus activity lines:

Campus Strategic Initiatives: Call for continuation of the WE Health Network

Training for Students:

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

Training for Entrepreneurs & Innovators:

- (a) Call for Innovation Fellowships & Starship Network
- (b) Call for PhD Fellowships Network

Training for Executives & Professionals:

- (a) Call to create highly impactful training for Professionals & Executives
- (b) Call for New Short Courses for Health Professionals

Training for Citizen& Patients: Outreach, Training & Engagement

1.4.2 Guidance and requirements

For each Campus Call segment, you will find the following guidance and requirements for interested applicants preparing their proposals:

1. Background and purpose: Describes the overarching concept of the activity line and its strategic objectives.



2. What we are looking for: Describes the strategic focus and objectives of the educational course or training envisioned by Campus. Interested partners must submit proposals directly in response to this information.

3. Target Group: Describes which learners the educational offerings are intended for, in greater or lesser detail, depending on the Call segment. Note that in some cases, depending on the type of training or course, it may be beneficial to involve different target groups to support in the interaction and learning outcomes of the educational offering. For example, professionals and citizens are often involved in co-creation activities, Entrepreneurship Labs, or Summer Schools, to name a few. As another example, students may be beneficial to citizen activities because they can support the innovative process of citizens training.

4. Skill Needs: Newly introduced for Business Plan 2020, Campus indicates for each segment which types of skills and competences are most needed for the future health workforce, specific to the target group in question. Definitions of each skill category and more information about skill needs will be provided on Connections and shared with the partnership shortly.

5. Learning Outcomes: Describe essential learning that learners shall achieve at the end of an educational course or training. Campus asks all partners to incorporate these specific learning outcomes, among others, to contribute to the overall objectives of EIT Health Campus.

6. Curriculum & Pedagogical Model (Training Delivery): Describes the training delivery of the course or training and explains the model through which the learning outcomes are delivered to learners.

7. Digital Elements: Partners are encouraged to embed digital elements into any Campus proposals, to help us build a unique digital marketplace for health education.

8. Impact/KPIs: Describes the requirements for reaching higher impact across all Campus activities. The KPIs described in each segment will ensure that activities work toward the objectives of EIT Health.

9. Non-academic partner Involvement: Partners are strongly encouraged to actively involve at least one industry partner or other non-academic partner (such as a healthcare provider, insurance company, municipality), as this has been proven extremely beneficial for participants' exposure, learning experience and interaction with the demand-side of the healthcare sector. Likewise, industry and non-academic partners can benefit from the opportunity to interact with the future generation in the healthcare sector. In cases where non-academic partners' participation is a requirement (i.e. in the case of Summer Schools), this will be indicated in the corresponding Call segment.

10. Financial Sustainability & Funding Model: Describes the requirements for Campus activities' financial sustainability and funding model for each segment. As EIT Health begins to build strong long-lasting partnerships, and a focus on the sustainability of its educational offerings, proposals are required to address how the activity will become sustainable in the future without the financial support of EIT Health, by offering concrete solutions in their proposals.



1.4.3 Funding Model

Campus's role is ultimately to incubate and support the development of innovative educational offerings, novel curricula, content development, etc., and support their adoption into the European market. In order to support our funded activities' adoption into the market, we ask all proposals to put in place a plan and implement actions in order to become self-sustainable by finding other funds within a set timeline (see Funding Model).

Campus asks all proposals to include a firm commitment to sustainability. This could include a letter of intent from potential sources of funding, or other documentation. When considering plans for sustainability, partners are encouraged to sustain their programmes with other strategic partnerships and funding agencies. Some other ideas for inspiration of sustainability models include:

- adoption within a university curriculum
- buy-in from a non-academic partner (i.e. a hospital)
- other external sponsorship
- grants or tuition fees

The Funding Model describes the budget ceilings to be expected per segment of the Campus Call for 2020 and beyond. Certain Campus Call segments must follow specific guidelines, which are noted in each segment of the Campus Call. Some examples of these funding ceilings include:

- €60 000 ceiling for MOOCs
- €75 000 ceiling for new Summer Schools
- €100 000 for Short Courses for Professionals and Executives

Note that re-applying proposals are eligible to receive decreased funding each year. The following decreasing funding over time can be expected:

- Where the educational offering is completely new, EIT Health will fund 100%.
- Where the educational offering has been running already for one year in partnership with EIT Health, then EIT Health will fund 75%.
- Where the educational offering has been running for two years or more in partnership with EIT Health, then EIT Health will fund 50%.
- Overall, Campus activities may only be eligible to receive a maximum of four years of funding from EIT Health. For the fourth and last year of implementation, EIT Health will fund 25%.

Exceptions to the funding model described above may apply. Please check each segment of the Campus Call for any exceptions.



2. Project preparation

2.1 Important events and dates for preparation

We encourage all interested partners from all CLCs and InnoStars to attend the EIT Health Matchmaking event in Berlin from 5-7 February 2019.

Specific matchmaking will also take place at the 2018 EIT Health Summit. Please refer to the [Summit website](#) for more details.

2.2 Eligibility criteria

2.2.1 Eligibility Criteria for Campus Proposals

All Campus proposals must:

- Be complete and submitted via the Plaza system before the deadline (27 March 2019, 16:00 CEST).
- Be submitted by an EIT Health Partner.
- Have identifiable KIC Complementary Activities (KCA): the KCA ratio to KAVA should be 75%/25%.
- Include Core and/or Associate Partners who have paid their membership fees for the year 2019.
- Involve Core and Associate Partners from a minimum of two CLC/InnoStars. (Location of external project partners does not count toward this requirement.)
- Receive input from a regional Education Manager or respective Activity Line Coordinator. This “Pre-Application Phase” must be carried out in January/February 2019 prior to Proposal Submission.

2.2.2 Specific eligibility for Campus proposals

Proposed activities must:

- Be available and easily accessible to the entire EIT Health partnership (including [Regional Innovation Scheme](#) (RIS) communities).
- Demonstrate added-value to the activity itself and EIT Health 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 (all branding and logos visible on associated websites, etc).
- Recruit participants with appropriate advanced notice.
- Collaborate with other Campus activities within the activity line.
- Indicate how the activity contributes to the focus areas chosen for the 2019 Call.



Specific Campus proposals must include and describe the following elements:

- **Training for Students: Degree Programmes & Summer Schools:** Degree Programmes and Summer Schools proposals must include an institution that can award transferable credits (ECTS) to participants. The Delivery of ECTS is mandatory for these programmes only.
- **Digital components:** For activities that include a Digital component as part of their educational offering, including MOOCs, it is mandatory to show within the application that the proposal includes an EIT Health Partner who has a proven track record in the design and development of Digital Learning activities, as well as production facilities to produce MOOCs and access to a delivery platform for the MOOC (e.g.: Coursera, EdX, Fun MOOC, etc.). Please note, that there will be a budget ceiling of €60 000 for an individual MOOC.
- **Re-applications:** Existing activities re-applying for a second consecutive year or more must demonstrate increasing dissemination and expansion through additional learners, partners and locations, in order to be eligible for funding.

2.3 Pre-Application Phase

This mandatory module is tailored to support partners in preparing proposals that are in line with EIT Health's strategic requirements. Therefore, applicants need to contact the Education Manager in the respective CLC as soon as they start with the application process. Applicants who plan to hand in a proposal for our Degree Programmes need to contact the Degree Programme Activity Line Coordinator. The Education Managers and Activity Line Coordinators will then provide continuous and comprehensive support during the whole application process. Specifically, the Education Managers can help partners in aligning with EIT guidelines if their activities need more flexibility to strengthen the offered services. If it is considered more appropriate, an activity leader will be involved in this process or can even take a lead on it. The Pre-Application Phase will take place in January/February prior to submitting the application. The scope of it in terms of time commitment and joint meetings depends on the individual case.

Contact details of Education Managers and Campus Activity Line Coordinators can be found below.



3. Evaluation and selection process

3.1 Eligibility Check

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

3.2 Proposal review

3.2.1 Remote Evaluation

The Remote Evaluation for Campus proposals will take place between 1-17 April 2019.

Each eligible proposal is evaluated based on the criteria indicated below by five independent external evaluators. 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 a 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 in the remote evaluation.

3.2.1 Hearings

Activity Leaders named in the proposals invited to the Campus hearings will be informed on 30. April 2019. This year, along with the invitation, partners will receive feedback from the remote evaluation to better prepare their hearing. It is their obligation to inform their consortium of the hearing invitation. Hearings will be face-to-face and take place in Munich, to allow the experts to meet with the teams in-person.

Due to a growing Campus portfolio, the Campus hearings will take place in two parallel tracks according to proposals' activity lines. The first hearings will take place 27-31 May and the second will take place 3-7 June. A maximum of four participants are allowed to attend the hearings.

A maximum of 100 points will be awarded in the remote evaluation.

Note that the following Campus proposals will not undergo hearing Evaluations in 2019:

- EIT Labelled Programmes and continuing Degree Programmes. New Degree Programmes in development do go to the Hearings.
- Individual MOOCs
- Summer Schools
- Short Courses for Professionals



3.2.2 Review criteria

Criteria for New Applications:

Stage 1: Specific evaluation criteria, and relative value of these criteria (For new applications)

I. Project Excellence and Strategic Fit (30%):

- Addresses relevance and fit with EIT Health Strategy, Focus Areas and skill needs identified, as described in the Call.
- Addresses innovative educational and training experience, uniqueness of the proposal compared to the state of the art of learning delivery and existing learning offerings – and the specific added value that the proposal would contribute.
- Addresses in detail why this educational offering could not be built up without EIT Health support and demonstrates the critical role that EIT Health's support will play in the proposed activity.
- Addresses the concept of Knowledge Triangle Integration by listing the specific EIT Health activities from the Accelerator and Innovation pillar that will be linked to the educational offering.

II. Implementation (30%)

- Presents a clear programme design plan linked to the learning outcomes. Justifies the appropriateness of the educational technology or innovation in terms of this design plan, learning outcomes and educational methodology.
- Addresses the feasibility of the activity and provides a detailed workplan to specify how the activity will be implemented, 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.
- Addresses 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.
- Addresses the capacity and strength of the team/network. The proposal needs to prove that the team has the necessary expertise and ability, and that the responsibilities are evenly distributed, and it should preferably include non-academic partners in the project partnership.



III. Impact (40%)

- Identifies the measurement of impact. The proposal needs to explain and specify the metrics used to measure the impact, to provide evidence of the expected impact created by the activity.
- Addresses the evaluation and monitoring of learners. The proposal needs to explain how it plans to evaluate its learners' involvement and monitor the participants during and after the activity.
- Addresses sustainability. The proposal needs to explain and specify the future of the activity, how the different elements of the proposed educational offering support the sustainability model and prove how it will become self-sustainable beyond EIT Health funding.
- Addresses how the team organises the knowledge transfer of the educational content. The proposal needs to explain how it plans to scale and disseminate the educational offering within the partnership and beyond, and how it plans to share its learnings.

**Stage 2: Hearings: Campus evaluation criteria and their relative value
(For new applications)**

- 1. Project Excellence and Strategic Fit (30%)**
- 2. Implementation (30%)**
- 3. Impact (40%)**



Criteria for Re-Applications:**Stage 1: Specific evaluation criteria, and relative value of these criteria
(For re-applying projects)****I. Project Excellence and Strategic Fit in 2020 (10%):**

- Addresses relevance and fit with EIT Health Strategy, Focus Areas and skill needs identified, as described in the Call.
- Addresses innovative educational and training experience, uniqueness of the proposal compared to the state of the art of learning delivery and existing learning offerings – and the specific added value that the proposal would contribute.
- Addresses in detail why this educational offering could not be built up without EIT Health support and demonstrates the critical role that EIT Health's support will play in the proposed activity.
- Addresses the concept of Knowledge Triangle Integration by listing the specific EIT Health activities from the Accelerator and Innovation pillar that will be linked to the educational offering.

II. Implementation & Feasibility in 2019 (20%)

- Details a clear programme design plan linked to the learning outcomes for the activity in 2019. Highlights the work completed so far based on the programme design plan and the expected timeline and work to be done for the remainder of the project. Clear justifications for any delays must be provided.
- Addresses the feasibility of the activity and provides a detailed workplan including relevant KPIs, deliverables and outputs for 2019. Provides an update on progress for 2019 and specifies the metrics used to measure the impact, to provide evidence of the expected impact or impact already created by the activity.
- Addresses the marketing strategy for 2019 and identifies how the right learners will be recruited in a timely manner. Ensures that the activity is easily accessible to the entire partnership.
- Addresses the capacity and strength of the team/network. The proposal needs to clearly explain the contribution of each partner to the activity in 2019, providing details on aspects of the project already completed and aspects that are planned for the remainder of the year.



III. Implementation & Feasibility in 2020 (30%)

- Presents a clear programme design plan linked to the learning outcomes. Justifies the appropriateness of the educational technology or innovation in terms of this design plan, learning outcomes and educational methodology.
- Addresses the feasibility of the activity and provides a detailed workplan to specify how the activity will be implemented, 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.
- Addresses 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.
- Addresses the capacity and strength of the team/network. The proposal needs to prove that the team has the necessary expertise and ability, and that the responsibilities are evenly distributed, and it should preferably include non-academic partners in the project partnership.

IV. Impact & Sustainability in 2020 and beyond (40%)

- Identifies the measurement of impact. The proposal needs to explain and specify the metrics used to measure the impact, to provide evidence of the expected impact created by the activity.
- Addresses evaluation and monitoring of learners. The proposal needs to explain how it plans to evaluate its learners' involvement and monitor the participants during and after the activity.
- Addresses sustainability. The proposal needs to explain and specify the future of the activity, show how the different elements of the proposed educational offering support the sustainability model, and prove how it will become self-sustainable beyond EIT Health funding.
- Addresses how the team organises the knowledge transfer of the educational content. The proposal needs to explain how it plans to scale and disseminate the educational offering within the partnership and beyond, and how it plans to share its learnings.

Stage 2: Hearings: Campus evaluation criteria and their relative value

(For re-applying projects)

- 1. Project Excellence and Strategic Fit in 2020 (10%)**
- 2. Implementation and Impact in 2019 (20%)**
- 3. Implementation and Feasibility in 2020 (30%)**
- 4. Impact and Sustainability in 2020 and beyond (40%)**

Main input fields in the call form

The Plaza submission system will be available from mid-February 2019. More information will be published on Connections.



3.3 Final selection for the Business Plan

Following the Hearings, the final selection for Business Plan 2020 will be communicated to partners in the course of the summer, pending a final decision by the Supervisory Board and approval by the partnership at the partner Assembly in September 2019.

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

- For the Campus pillar, the final score is based on remote score (25%) and hearings score (75%).
- Overall portfolio balance and fit to EIT Health 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 in 2020 will be €350 000€/year. This will be enforced at the selection stage.

3.4 Evaluator feedback reports

All evaluated Campus proposals will receive a complete feedback report including remote and hearing evaluator comments, as well as the Director's recommendations. Specific conditions for acceptance into the Business Plan may apply for certain proposals. Proposals selected to be included in the Business Plan will be informed by 12 July 2019. All proposals will receive their scores and detailed evaluator feedback between 11-15 July 2019.

3.5 Campus evaluation and selection timeline

- **Remote Evaluation:** 1-17 April 2019
- **Invitation to the Hearings:** 30 April 2019
- **Guidelines for Hearing Preparation (incl. Remote Evaluator Feedback Report):** 6 May 2019
- **Campus Hearings:** 27-31 May and 3-7 June



3.6 Contact Information

CLC Education Managers

Name	CLC	Email
Montse Delgado	Spain	montse.delgado@eithealth.eu
Titti Ekegren	SCAN	titti.ekegren@eithealth.eu
Chiara Maiorino	InnoStars	chiara.maiorino@eithealth.eu
Akvile Zalatoryte	BENE	akvile.zalatoryte@eithealth.eu
Mohammad Chehadé	Germany	mohammad.chehade@eithealth.eu
Claire Nassiet	France	claire.nassiet@eithealth.eu
Emma Cowley	UK/Ireland	emma.cowley@eithealth.eu

Campus Activity Line Coordinators:

Name	Activity Line	Email
Marie Duboc	Degree Programmes	marie.duboc@eithealth.eu
Filippos Filippidis	Non-Degree Programmes	filippos.filippidis@eithealth.eu
Raoul Haschke	Summer Schools	raoul.haschke@eithealth.eu
Daniel Mogefors	Innovation Fellowships	daniel.mogefors@eithealth.eu
Montse Codina	Executives & Professionals	montserrat.codina@eithealth.eu
Roel Kamerling	Citizens Programmes	roel.kamerling@eithealth.eu
Edward Meinert	Digital Programmes	edward.meinert@ext.eithealth.eu

Campus HQ Contacts:

Name	Title	Email
Ursula Mühle	Director of Education	ursula.muehle@eithealth.eu
Annick Ducher	Education Programme Manager	annick.ducher@eithealth.eu
Alan Armstrong	Education Programme Manager	alan.armstrong@eithealth.eu
Urska Kacicnik	Education Programme Manager (EIT Health Learning Organisation)	urska.kacicnik@eithealth.eu
Oana Neagu	PMO	oana.neagu@eithealth.eu



4. Individual Calls

4.1. Campus Strategic Initiatives

In 2020, Campus will call for Strategic Initiatives, mainly through the means of deferred Calls for Proposals, continuing to call for specific skills, competences and learning outcomes through the call for Needs-based Education and Intrapreneurship, for example, depending on Campus' strategic developments. As WE Health stays part of the strategic initiative, we call for a continuation in 2020.

4.1.1 Call for continuation of WE Health Network

1. Background and purpose

Since 2017, Empowering Women Entrepreneurs in Health Innovation ([WE Health](#)) supports women entrepreneurs in health innovation by enhancing all their EIT Health innovation and entrepreneurship activities, providing capacity building specifically tailored to their needs, and inspiring and supporting them to pursue an entre/intrapreneurial career. The key objectives of this strategic initiative are to develop and implement capacity building and mentoring activities and foster a network of EIT Health women innovators.

2. What we are looking for

Building on the achievements of WE Health since 2017, partners are encouraged to collaborate and submit a joint proposal to continue the network activity and continue the inclusion of partners from **all** CLCs/InnoStars. In 2020, WE Health should also increase its Network presence in the InnoStars and RIS regions. All women from any EIT Health activity should be encouraged to participate and be actively involved.

3. Target Group

Women entrepreneurs, innovators, investors, and leaders: researchers, (potential) entrepreneurs, women in industry/healthcare services, women senior executives, women investors and women mentors.

4. Skill Needs

Entrepreneurship and innovation; critical thinking and decision-making; management skills, and health policy literacy.

5. Learning Outcomes,

Among others: ability to assess one's individual needs, applying creative tools and business methodologies to one's entrepreneurial work, validating a business concept, the ability to lead talents and teams in one's organisation, the ability to innovate in one's corporate setting.



6. Curriculum & Pedagogical Model (Training Delivery)

The training shall be delivered via interactive capacity-building workshops, seminars and design thinking challenges – through which participants are provided the opportunity to interact and learn from mentors, coaches and each other.

7. Digital Elements

Partners are encouraged to embed digital elements into any Campus proposals to help us build up a unique digital marketplace for health education. Please note that a MOOC will not be funded for more than €60 000. Please also follow the specific eligibility mentioned in [Section 2.2](#).

8. Impact/KPIs

The impact expected is an increased number of health professionals and executives trained and an increase in the number of external participants from the RIS region.

9. Non-academic partner involvement

Please refer to introduction section for more details.

10. Financial Sustainability & Funding Model

WE Health, like all Campus activities, must begin to put in place a sustainability strategy in 2020 to ensure the continuation of the WE Health Network beyond EIT Health funding. Please refer to the specific suggestions for financial sustainability listed in the introduction in [Section 1.4](#).

Funding Model: Limited EIT Health funding of up to €275 000 may be requested in 2020.

We encourage interested partners from all CLCs and InnoStars to attend the EIT Health Matchmaking event in Berlin from 5-7 February 2019. Please contact Federica Righi (FRighi@iese.edu) if you are interested in participating.



4.2. Training for Students

Campus Training for Students involves activities focused on stimulating students to advance their knowledge, skills and attitudes in a way that enhances their health-related innovation and entrepreneurial capabilities. In 2020, Campus calls for Training for Students continue to build up two activity lines with the following two calls:

- Call for Degree Programmes
- Call for Non-Degree Programmes

4.2.1 Call for Degree Programmes

1. Background and purpose

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

The current EIT Health portfolio of Degree Programmes includes:

I. Five EIT-Labelled Degree Programmes (4 Master and 1 PhD):

- Master in Innovation in Healthcare (IHC)
- International Master Programme in Innovative Medicine (IMIM)
- Master of Technological Innovation in Health (MTIH)
- Common European Master's Course in Biomedical Engineering (CEMACUBE)
- Research, Entrepreneurship Combining Innovation with PhD Education (RECIPE)

II. Three Degree Programmes in development (2 PhD and 1 Master):

- Master in Health and Medical Data Analytics (HMDA)
- PhD programme in Biomedical Engineering and Health Systems (BEHealSy)
- PhD in Epidemiology of Ageing and Dementia Prevention (EpiDEMPrev)

In order to ensure that programmes fit with the Campus strategy, and also provide high-quality, efficiency and sustainability, we have established four working groups for the Degree programmes activity line. Working groups foster collaboration and increased exchange between EIT Health Partners, and support development of unique new Degree Programmes covering the objectives of EIT Health.



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

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

For more information regarding programme development and the working groups, please contact the Programme Development Coordinator for Master & PhD Degrees, [Ioana Andreescu](#).

2. What we are looking for

In 2020, Campus is seeking additional collaborations for continuing to build up EIT Health Degree Programmes and to work towards labelling with the EIT. Graduates of EIT-Labelled degrees form the next generation of health innovators. The EIT awards the EIT Label to Master and Doctoral programmes combining excellent scientific education with innovation and entrepreneurship training, where learners acquire skills and competencies to prepare them for the future demands of the healthcare sector. EIT-Labelled degrees encourage innovative pedagogies and incorporate mandatory mobility schemes for students. In 2020 we are encouraging partners to engage more students from medical schools and also to consider building innovative programmes, e.g. in line with the US MD/MBA model. Such a programme can be offered to students studying medicine, who can gain expertise in the financial, managerial and technical aspects of healthcare, combined with an executive MBA.

3. Target Group

Master & PhD students, including medical school students (in the case of enrolment in an MD/MBA programme).

4. Skill Needs

Data and digital literacy; Patient-centred skills and awareness, among others.

5. Learning Outcomes

Following the EIT label requirements, the learning outcomes for Degree Programmes include:

- Making value judgments and sustainability competencies
- Entrepreneurship skills and competencies
- Creativity skills and competencies
- Innovation skills and competencies
- Research skills and competencies
- Intellect transforming skills and competencies



- Leadership skills and competencies

6. Curriculum & Pedagogical Model (Training Delivery)

Each Degree Programme should offer students innovative, learning-by-doing methods in its curriculum. Please refer to the [EIT Label Handbook](#) for more details.

7. Digital Elements

Partners are encouraged to embed digital elements into any Campus proposals to help us build up a unique digital marketplace for health education. Please note that a MOOC will not be funded with more than €60 000. Please note the specific eligibility mentioned in Section 2.2.

8. Impact/KPIs

There should be a focus on increasing the number of students trained in innovation and entrepreneurship – and on increasing the number of start-ups created by students of the labelled programmes. Degree Programmes will have to contribute to EIT Health's KPIs in education: at least 30 students (a prerequisite for funding) should complete the Degree Programmes. However, for the pilot year, a cohort of a minimum 20 students will suffice.

9. Non-academic partner involvement

Please refer to introduction section for more details

10. Financial Sustainability & Funding Model:

In terms of Financial Sustainability, the Degree Programmes may receive up to four years of consecutive funding from EIT Health in order to adhere to EIT requirements for Labelled degrees. Please refer to the specific suggestions for financial sustainability listed in the introduction in [Section 1.4](#).

The first cohort of programmes that received the label in 2016 and aim to re-apply at the EIT for re-labelling in 2020 will be able to apply for a final transition year in 2020. But they must urgently put in place full sustainability plans and commitments for 100% co-funding for the following year. During the transition year, these two programmes must decrease use of EIT funds and increase the co-funding through other means. In parallel, all newer programmes need to put in a sustainability plan following the outlined funding model provided in the guidelines.

In a change this year from EIT, Unit Cost requirements have been defined for both Master's and PhD Degree Programmes as specified below. Support to students corresponds to a total of €1 600 per month for Master's students and €1 800 per month for PhD students to cover expenses including travel and installation costs, living allowances, and participation fees.

Additional guidance is at your disposal regarding the budgetary and financial aspects of your application. Please refer to the [EU Commission Decision document](#) regarding the use of lump sums and unit costs for the EIT. For more information on this, as well as the exact breakdown of the Unit Cost requirements for



both Master's and PhD Degree Programmes, please contact the Activity Line Coordinator for Degree Programmes, Marie Duboc (marie.duboc@eithealth.eu).

Pathways for the Degree Programmes

Overall, EIT Health Campus financially supports Degree Programmes for a maximum of five years. For the first year, we support Degree Programmes to develop to the point where they are ready to meet the conditions of the EIT. Based on our overall sustainability model, we support them for another four years, to work on obtaining the EIT Label and to continue operating after they obtain the label. In more detail:

I. Year of Development: You want to develop a novel Degree Programme in 2020

For novel Degree programmes that aim to start developing in January 2020, to prepare to apply for the EIT Label in Spring 2020, and to be open for student enrolment in Autumn 2020: please apply through Plaza in compliance with the funding model section of this document. These applications will go through the two-step evaluation (remote and hearing).

II. Year of EIT Application 2019: You are ready to apply for the EIT Label in 2019 and apply for EIT Health funding in BP 2020

For Degree programmes seeking to receive the EIT Label in 2019: Applicants may apply for the EIT Label by submitting the EIT self-assessment report by Spring 2019 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 the Activity Line Coordinator for Degree Programmes. In addition to the EIT Label process, applicants are welcome to submit proposals for EIT Health 2020 funding by applying through Plaza in compliance with the funding model section of this document (see below). These applications will go through the remote evaluation for the 2020 Call only. Programmes have to provide strong justifications for this second year of funding. The outcome of the EIT Label application in Spring 2019 will be included in EIT Health's final assessment of the 2020 Business Plan.

III. You are a running EIT-Labelled programme

Existing EIT-labelled degree programmes that aim to receive EIT Health support in 2020 are exempt from both remote evaluations and hearings because they have already been awarded the EIT Label. However, these programmes need to: submit updated plans into Plaza, based on the funding model (see details below). They need to show how the programme plans to involve more partners and how they envision becoming self-sustaining in the future; and they must give evidence that they are using EIT Health funding in accordance with EIT guidelines.

Assistance with your Degree Programme Application:

Development of Degree Programmes and information on the Working Groups: For the development of new Degree Programmes and information related to the Working Groups, please refer to the Programme Development Coordinator for Master & PhD Degrees, Ioana Andreescu (ioana.andreescu@eithealth.eu).



Given that all pathways require that the programme be affiliated with topics of the Working Groups, proposals are submitted in co-ordination with the Director of Education and Ioana Andreescu.

Implementation of Degree Programmes and EIT Financial and Budgetary Guidance: Regarding the implementation of existing Degree Programmes and all aspects of EIT financial and budgetary requirements, mobility grants, unit costs, etc, please refer to the Activity Line Coordinator for Degree Programmes, Marie Duboc (marie.duboc@eithealth.eu).

We encourage interested partners from all CLCs and InnoStars to attend the Matchmaking 2019 event in Berlin from 5-7 February 2019. Partners should declare their interest in participating to [Ioana Andreescu](#) for the Development of Degree Programmes, and to [Marie Duboc](#) for proposals related to implementation of existing Degree Programmes.

4.2.2 Call for Non-Degree Programmes

Since 2017, the Non-Degree Programmes activity line includes Innovation Days, Student Competition activities and Summer Schools. These activities all stand at the beginning of the entrepreneurship journey, during which students are briefly introduced to the skills related to entrepreneurship and innovation. Alumni from these programmes may find further opportunities in Campus, such as participating in Entrepreneurship Labs (E-Labs) and Innovation Fellowships.

4.2.2.1 Innovation Days and Student Competitions

1. Background and purpose

Innovation Days are 1-2-day programmes in which students work as part of a multi-disciplinary team to become familiar with how to develop a viable health innovation product or idea. They use design thinking or other innovation methodologies, working directly with citizens and patients to address challenges from industry and healthcare partners.

Student Competitions, such as [Sensus](#), stimulate the development of health-sensing innovations by organising international competitions for teams of students. This competition gives students a unique training in goal-oriented multidisciplinary teamwork and in health innovations. The main objective of these Student Competitions is to test the feasibility of a new educational concept, with teams from multiple universities working over the course of an academic year on designing, building and testing prototypes.

2. What we are looking for

In 2020, Campus aims to finish building these existing networks, which have now reached all CLCs/InnoStars. Through this call, partners are therefore invited to submit proposals for the scaling and sustainability of the **Innovation Days Network** and **Student Competitions**.



Innovation Days Network: For 2020, partners are encouraged to collaborate and submit a network proposal to sustain the Innovation Days Network, continuing their expansion across **all CLCs/InnoStars**. In terms of sustainability, re-occurring Innovation Days will need to become fully sustainable beyond 2020. Newly introduced Innovation Days will be eligible for EIT Health funding beyond 2020. Please refer to the sustainability model in the introduction of the Campus Call. As was the case in 2019, the network must ensure that all Innovation Days offer the same quality and experience to the student participants across all locations. The network should follow a common strategy, operate and be managed in a collaborative manner, and should scale high-quality offerings to learners.

Student Competitions: For 2020, partners are encouraged to collaborate and submit a proposal to scale the Student Competitions, continuing their expansion across **all CLCs/InnoStars**. According to EIT Health's sustainability model, which can be referred to in the introduction section of the Campus Call, 2020 will be the final year of EIT Health funding for Student Competitions. Therefore, partners must clearly define and put in place an imminent sustainability model for this educational offering. In the case of a new proposal for Student Competitions, the proposal must present a clear roadmap to sustainability. Again, please refer to the introductory section of the Campus Call for more details concerning sustainability. As was the case in 2019, all Student Competitions must offer the same quality and experience to the student participants across all locations. The locations should follow a common strategy, operate and be managed in a collaborative manner, and should scale high-quality offerings to learners.

3. Target Group

Undergraduate and Graduate Students enrolled in a European University curriculum. Entrepreneurs and Professionals may also be brought in to support the learning process of students, where it may prove beneficial.

4. Skill Needs

Innovation & Entrepreneurship, more focus on Data and digital literacy, and patient-oriented skills, among others.

5. Learning Outcomes

Innovation Days:

- Gain knowledge about entrepreneurship, creativity and interdisciplinary team work.
- Gain knowledge and understanding about challenges related to the healthcare sector, its stakeholders and the complexity of healthcare systems.
- Gain knowledge and awareness about health innovation (e.g. how to start an own business, how to develop a product and service).
- Receive guidance for developing ideas, as well as career development (e.g. through mentoring and coaching activities).
- Obtain access to EIT Health's network of industry, public bodies, payers, healthcare providers and non-governmental organisations.



Student Competitions:

- Learn to work in multidisciplinary teams on a real-world challenge, and to design, build and test innovative technological prototypes.
- Learn to develop entrepreneurial thinking and business models, and to validate these.
- Learn to take the perspective of the customer via customer journey mapping, and to take the perspective of all involved stakeholders via value network mapping.
- Learn to compete for awards in a contest with high professional standards, offering awards for technological performance, translation potential, creativity and public inspiration.
- Learn to take the initiative, assume responsibility and work together, and learn to strive for the best.
- Learn to be creative, innovative and add value.
- Learn to communicate and pitch results and concepts to an international audience and general citizens using modern media.
- Learn to involve companies, healthcare organisations, patients and their informal caregivers.

6. Curriculum & Pedagogical Model (Training Delivery)

Interdisciplinary teams of students work on health innovations through interactive team-based challenges and learning.

7. Digital Elements

Partners are encouraged to embed digital elements into any Campus proposals to help us build up a unique digital marketplace for health education. Please note that a MOOC will not be funded for more than €60 000. Please also follow the specific eligibility mentioned in section 2.2.

8. Impact/KPIs

Increase the number of students trained in innovation and entrepreneurship; increase the focus on start-ups supported by programmes.

9. Non-academic partner involvement:

Please refer to introduction section for more details.

10. Financial Sustainability & Funding Model

According to the sustainability policy detailed in Section 1.4. of the Campus Call, Innovation Days and Student Competitions must urgently put in place their sustainability plans as they run into their fourth year of implementation. As such, re-applying Innovation Days and Student Competitions will need to become fully sustainable beyond 2020. For newly introduced Innovation Days and Student Competitions, these will be eligible for EIT Health funding beyond 2020. Please refer to the specific suggestions for financial sustainability listed in the introduction in Section 1.4.



In terms of a Funding Model, a limited EIT Health budget may be requested in 2020 as follows: (a) Innovation Days may apply for up to €300 000 in EIT Health funding and b) Student Competitions up to €280 000.

For both the Innovation Days Network and Student Competitions proposals, we encourage interested partners from all CLCs and InnoStars to attend the Matchmaking 2019 event in Berlin from 5-7 February 2019. Partners should indicate their interest to the current activity line coordinator for the Non-Degree Programmes, Mr. Filippos Filippidis (filippos.filippidis@eithealth.eu).

4.2.2.2 Summer Schools proposals

1. Background and purpose

Campus also calls for another cohort of Summer Schools in 2020. Summer Schools are two-to-three-week programmes offered to a group of international university students. They deliver the knowledge, skills and attitudes that can prepare learners for creativity, innovation and entrepreneurship in fields relevant to EIT Health.

2. What we are looking for

For the Business Plan 2020, EIT Health is seeking EIT Health Partners from universities, research institutes, industry and the public sector to deliver cross-sectoral and cross-regional Summer Schools on Health Innovation and Entrepreneurship that would otherwise be not possible to realise. The 2020 Summer Schools must relate to, and incorporate, the most important innovative topics in the healthcare sector. For this reason, Campus 2020 Summer Schools must address one or more of the following themes:

- Prevention and lifestyle interventions: for example, focusing on the empowerment of citizens and patients for better health outcomes, and preventing diseases rather than treating them.
- Digital transformation in the context of health: for example, focusing on digital skills and digital literacy, artificial intelligence in health, other new technologies, gamification, etc, thereby taking into account the need for training the health workforce.
- Health entrepreneurship and health innovation: a more general theme to foster entrepreneurial skills by increasing awareness of topics such as business planning, strategic management of innovation & entrepreneurship in healthcare, and fostering innovative solutions to identified needs within the health and healthcare sector.

Focus Areas: In addition to the themes listed above, applications to this call are required to address one of EIT Health's six Focus Areas. Please refer to [Section 5](#) of the Call for Proposals for more information related to the Focus Areas.

Alumni Ambassadors: In previous years, Alumni Ambassadors have been invited to take part in a Summer School and this has been proven to be beneficial for participants, organisers, teachers and of course, the Ambassadors themselves. In order to fully benefit from their contribution, it is highly recommended to



define their role and contribution in advance. Therefore, we ask applicants planning to invite Alumni Ambassadors to please already briefly define in your proposals:

- what kind of skill-set you would like to receive from an Alumni Ambassador;
- how they will actively contribute to your programme;
- how many days' commitment should be envisaged on their part (this can range from a single day to the full two to three-week programmes);
- which Pillar should the Alumni come from, as best-suited for your Summer School;
- how the Ambassadors will benefit from joining your programme.

3. Target Group

Summer Schools are designed primarily for Master, PhD and MD students from different disciplines. Entrepreneurs and professionals may also participate in Summer Schools, however, students enrolled in European university programmes form the majority of Summer School participants.

4. Skill Needs

Innovation and entrepreneurship, and more of a focus on data and digital literacy as well as patient-oriented skills.

5. Learning Outcomes

- Gain knowledge about entrepreneurship and creativity, and interdisciplinary team work.
- Gain knowledge and understanding about challenges related to the healthcare sector, its stakeholders and the complexity of healthcare systems.
- Learn about the designated theme and/or Focus Area of the school (e.g. what are latest trends in prevention or big data in health, etc. If the Summer School's theme is health entrepreneurship in itself, the Summer School needs to provide clear illustrations to relevant health areas around which the entrepreneurship and innovation theme is linked.
- Obtain skills and tools to develop an innovative idea and translate their own healthcare concepts into an actual innovation prototype.
- Be empowered to communicate their idea. For example, it is recommended that Summer Schools include a pitch competition to train students to pitch their innovation ideas.

6. Curriculum & Pedagogical Model (Training Delivery)

In terms of the delivery of Summer Schools, organisers and instructors should provide their learners with up-to-date entrepreneurship and innovation teaching formats to ensure that students will be able to achieve the envisioned learning outcomes. EIT Health Summer Schools are therefore encouraged to pilot and test innovative educational methods, tools and pedagogies to bring about innovation – such as learning-by-doing methodologies, action-based learning, design thinking, etc. Secondly, they must



actively involve students in the learning process, e.g. by students proposing their own topics of interest or their own healthcare concepts to pursue at a Summer School. Ultimately, the role of the Summer School is to inspire and empower its learners with entrepreneurial skills that will help them to succeed in their future occupations in the healthcare sector.

All Summer School proposals must therefore clearly describe:

- How the designated themes are embedded in the format and delivery of the Summer School – e.g. how much time is spent on the theme, which experts will deliver the content, how will the content be delivered, etc.
- How entrepreneurship and innovation skills are embedded in the format and delivery of the Summer School – to ensure that students will learn how to create an innovation, such as a product or a service or other forms of value creation (e.g. Training on Business models, regulatory pathways, pitching, etc.).

7. Digital Elements

Partners are encouraged to embed digital elements into any Campus proposals to help us building up a unique digital marketplace for health education. Please see specific eligibility criteria in [Section 2.2](#).

8. Impact/KPIs

Increase the number of students trained in innovation and entrepreneurship.

9. Non-academic partner involvement:

Please refer to the introduction section for more details. In terms of active participation on the part of industry and non-academic partners, examples may include:

- provide a challenge for students to work on;
- supply the Summer School with devices or other material that will enhance the learning experience;
- provide teachers or speakers;
- host students at their location;
- sponsor students to participate in the Summer School;
- run a Summer School as an activity lead;
- pursue the learners' work, in an Innovation Project proposal or R&D project.

10. Financial Sustainability & Funding Model

Please note that the four-year Financial Sustainability and Funding Models listed in [Section 1.4](#) of the Campus Call do not apply to the Summer Schools. Summer School can receive a maximum of three years of funding.



Financial Sustainability: EIT Health will fund Summer Schools up to three years with the overall aim to make them self-sustainable. Re-applying Summer Schools are thus welcome to apply, but they need to address novel elements in their proposals and have a solid long-term strategy in place that includes commitment of independent funding already at this stage. A re-applying Summer School consists of a re-used school from a previous EIT Health business plan. Note that new or different partners in a consortium do not count as a new Summer School. Additionally, it is a mandatory requirement for re-applying Summer Schools to offer transferable credits (5 ECTS) (see eligibility criteria below).

Therefore, in the case of a re-application, please address the novelties of your Summer School, as follows:

- How is this 2020 Summer School different from the previous year? What is innovative about it?
- Will you involve different partners or more partners in 2020, will you involve new regions?
- How will the Summer School become sustainable in the future? Will it be adopted within the curriculum at the university hosting the Summer School? Will you integrate additional external funding over time (e.g. through sponsorship, grants or other external governmental funding)?
- What is the funding model? Please describe it and, if possible, provide an evidence of future funding sources (e.g. letter of intent from a university).

Funding Model: We have developed a funding model that meets the requirements of the development of new Summer Schools but also provides for re-applications of schools. A minimum of €30 000K will be attributed to each selected Summer School (a minimum of 10 days teaching and 5 ECTS):

- Where these are completely new schools developed for EIT Health, we will fund up to €75 000.
- Where the school has been running one year in partnership with EIT Health, we will fund up to €50 000 to support coordination, involvement of new partners and student costs.
- Where the school is already running for two years, we will fund up to €30 000 to support coordination and involvement of new partners. A pre-condition for this funding is that the application needs to include a minimum of €20 000 of external sponsorship (cash, or in-kind). In case of sponsorship, please make sure to indicate this in the budget section of your proposal.

We encourage interested partners from all CLCs and InnoStars to attend the Matchmaking 2019 event in Berlin from 5-7 February 2019. Partners should indicate interest in attending to the current activity line coordinator for Summer Schools, Raoul Haschke (Raoul.Haschke@eithealth.eu).



4.3 Training for Entrepreneurs and Innovators

In its training for entrepreneurs and innovators, Campus stimulates learners to engage in the entrepreneurship and innovation journey. This training endeavours to encourage a new mind-set conducive to innovation, while providing hands-on learning to foster a wide variety of skills that can lead to the founding of successful businesses or improvements in healthcare.

This Campus activity line offers market-entry support for healthcare entrepreneurs and innovators, who have the opportunity to transfer into EIT Health's other pillars for additional support: The entrepreneurs can form start-ups, which can be developed through EIT Health's Accelerator, or create products and services, which may be developed as EIT Health Innovation Projects.

In 2020, Campus calls for the following Training activities:

- Call for EIT Health Fellowships & Starship Network
- Call for EIT Health PhD Fellowships Network

Please note that Entrepreneurship Labs will again be sought through a deferred call for proposals in 2020.

1. Background and purpose

In its "Training for Entrepreneurs and Innovators", Campus focuses on stimulating learners to engage in the Entrepreneurship & Innovation Journey – by providing training opportunities offering a changed mind-set, and by offering hands-on learning to foster a wide variety of skills that can lead to the founding of successful businesses, services and other improvements in healthcare. These Campus activities offer market-entry support for entrepreneurs and innovators in health. They also allow learners to get the support they need from other entrepreneurs and innovators, and the opportunity to grow their network.

The focus of these activities is to develop a health-related entrepreneurial spirit. This will ideally result in a start-up and/or in creating viable conditions to mature innovative ideas and promising opportunities for products and services in established organisational settings (intrapreneurship).

The learning outcomes should be transferrable to activities that can be supported by EIT Health Accelerator and/or Innovation Projects. The proposals should address how their activity will foster "learners" – so that they can form start-ups, which can be developed through EIT Health's Accelerator, or create products and services, which may be developed as EIT Health Innovation Projects.

EIT Health Innovation Fellowships are intensive eight-to-ten-month programmes, including six-to-eight weeks of clinical immersion, for transdisciplinary teams of experts developing entrepreneurial and intrapreneurial solutions. The Fellowship Network provides skill and knowledge transfer for learners by applying a hands-on and needs-driven approach. The multidisciplinary nature of the training, supported by real-world evidence, provides the opportunity to find suitable solutions that can both bring care towards the home environment and involve novel technologies in health.

StarShip programmes are eight-week programmes based on four single-week modules for students and professionals that develop business plans based on challenges provided by the medtech industry.



PhD Fellowships are intensive five-to-eight-month programmes to build capacity for research driven innovation. Working in a transdisciplinary team, and with the guidance of a transprofessional mentoring team, fellows will discover and authenticate unmet medical needs, document the value of meeting those needs, and explore the technical and medical landscape. In doing so, they will engage with stakeholders from around the world, ultimately producing a set of (research) project opportunities with high translational potential. The PhD Fellowship supports participants in obtaining transferable skills, deepening their capacity to navigate the path from research to impact. The PhD Fellowship also builds a valuable network across Europe and beyond, to include leading biomedical innovation ecosystems, for example in the East Coast of the U.S. These programmes provide a unique learner experience that not only consists of a short-term award used to further evaluate or translate research ideas, but also supports participants in obtaining transferable skills and build a valuable network across Europe.

These main goals of all these programmes are: to educate Europe's top talent in leading the development of the next generation of health innovations; to produce entrepreneurial ventures and intrapreneurial projects that have an impact on healthcare systems and patients' lives; and to connect learners, academic and non-academic partners in order to build a stronger innovation ecosystem in Europe.

The Fellowships/Starship Network and the PhD Fellowships Network focus on innovation in healthcare, using a needs-led approach based on market "pull" rather than technology "push". The programmes provide commercial de-risking of ideas in areas that are traditional stumbling blocks for health tech. And they offer a unique opportunity for learners to be immersed in a specific problem area and to investigate use of innovative tools to develop a solution for the problem.

2. What we are looking for

EIT Health Fellowships and Starship Network: In order to build on the previous achievements of the EIT Health Fellowship Network, in 2020 Campus aims to further support the Network, which will include the Starship programme. Again this year, academic and non-academic partners from all CLCs/InnoStars should be represented and actively participating in the Network. Partners are encouraged to collaborate and submit a network proposal that: follows a common strategy; can operate and be managed in a collaborative manner; and can scale high-quality offerings to its learners.

Call for EIT Health PhD Fellowships Network: Separate from the EIT Health Fellowships Network, in 2020 Campus calls for a Network of PhD Fellowships. In this programme Fellows should foster research-driven innovation, so projects initiated during the programme have a strong technological/scientific core. This fellowship is meant to be highly experiential, but it should also offer a hands-on training process, with actual project execution by the end of the learning experience. In the long term, the PhD Fellowships Network is also meant to build innovation capacity in Europe – by training faculty and trainers to use innovative methodologies and to build relationships between universities and industry partners and engage in open innovation processes and collaborations. The PhD Fellowships are also intended to strengthen bridges between leading biomedical innovation ecosystems, for example between the U.S. East Coast and the European Union, among others. By developing strong international collaborations, European stakeholders in the PhD Fellowship programme will have opportunities to build relationships



with international stakeholders and their innovative ecosystems. Academic and non-academic partners from at least two CLCs/InnoStars should be represented and actively participating in the Network.

Proposals for both types of network are encouraged to provide participants with opportunities to work on problems and solutions related to social impact and social entrepreneurship.

3. Target Group

Fellowship/Starship: Students, entrepreneurs and professionals in ICT, business, life sciences, engineering, medicine and other fields.

PhD Fellowships: PhDs, postdocs, postgraduates conducting research in a university or research setting.

Aside from these main learners, other target groups may be brought in to support the learners, such as other health professionals and citizens, if that would be beneficial to the educational activity.

4. Skill Needs

Entrepreneurship and innovation; patient-oriented skills; technological skills; social entrepreneurship skills.

5. Learning Outcomes

- Gain knowledge and understanding about challenges related to the healthcare sector, its stakeholders and the complexity of healthcare systems.
- Gain understanding of the opportunities technology can offer to healthcare.
- Gain knowledge and skills to create new products, services and ventures.
- Gain knowledge about regulation, data privacy, intellectual property, user-driven design, of services, trials and decision-making in healthcare, especially in the way that these subjects relate product and service development and change management.

6. Curriculum & Pedagogical Model (Training Delivery)

Training shall be delivered via interactive workshops and seminars, where fellows interact with mentors, coaches, investors, teachers, healthcare representatives and end-users to find a pressing need in healthcare and to develop a solution to that need. Participants shall spend adequate time within a relevant area of the healthcare system to fully understand the complexities of the problem they are addressing.

7. Digital Elements

Partners are encouraged to embed digital elements into any Campus proposals, to help us build up a unique digital marketplace for health education. Please note that a MOOC will not be funded for more than €60 000. Please also follow the specific eligibility mentioned in [Section 2.2](#).



8. Impact/KPIs

Expected KPIs include to: increase the number of learners trained in innovation and entrepreneurship; increase number of start-ups/spin-offs supported by programmes; and increase percentage of projects that attract follow on funding. In 2020 we also encourage new KPIs, such as number of patients treated with products coming from the Fellowship Programmes and number of disciplines represented by participants in the Programmes (to capture the multi-disciplinary value of Programmes).

9. Non-academic partner involvement

Involvement of non-academic partners is required for this segment of the Campus Call.

10. Financial Sustainability & Funding Model

The budget ceilings for 2020 as follows: **The Fellowships/Starship Network** may apply for up to €275 000 for a programme's first full year of implementation; re-applying fellowship programmes may only apply for a maximum of €100 000. **PhD Fellowships Network** proposals may apply for up to €500 000 in the first full year of implementation, ensuring that a relevant number of learners will be able to attend the programme and ultimately have a high impact on the health sector. Along these lines, in 2020 the EIT will put in place a simplified unit costs model towards funding fellows. The exact unit costs eligible per fellow will be communicated to partners at a later date.

Financial Sustainability: According to the sustainability policy described in [Section 1.4.](#) of the Campus Call, the Fellowships/Starship Network must urgently put in place its sustainability plans, by decreasing funding of its older programmes and establishing a sustainability plan for its newer programmes. The year 2020 will be the fourth and final year of EIT Health funding for this Network activity. PhD Fellowship Network programmes re-applying after 2020, will receive decreasing funding and will therefore need to define their final sustainability plan in the course of 2020.

We encourage interested partners from all CLCs and InnoStars to attend the Matchmaking 2019 event in Berlin from 5-7 February 2019. Partners should indicate their interest in attending to the activity line coordinator for Innovation Fellowships, Daniel Mogefors (daniel.mogefors@eithealth.eu).



4.4 Training for Professionals & Executives

1. Background and purpose

Campus Training for Professionals & Executives is intended to increase the number of skilled health professionals and leading executives in healthcare, and to improve the services they provide. Professionals include formal and informal caregivers, industry, public bodies and NGO representatives. Executives include senior policy makers, decision makers working for payers and care givers, and civil servants of municipalities. These training activities place the patients and citizens in the centre of the process by moving away from a professional-dominated view and towards a holistic view. Overall, EIT Health Campus is aiming for nothing less than to create the pathways of helping to transform current health professions into new professions.

2. What we are looking for

In this activity line, we are seeking to increase the outreach of our training to a greater number of professionals and executives, to gain stronger impact within this target group. In 2020, Campus will focus its support in this activity line with two calls:

- Call to create highly impactful training for Professionals & Executives
- Call for Short Courses for Professionals

Call to create highly impactful training for Professionals & Executives: Based on previous successes in the activity line for Professionals & Executives since 2017, partners are encouraged to re-apply for EIT Health funding by submitting proposals with larger partner collaborations, higher outreach that accesses more learners and more locations, and higher impact in terms of the number of health professionals and executives trained. Partners interested in applying for this Call segment must present the activity's previous successes and plans for scaling up in 2020.

Additionally, partners are also welcome to propose entirely new high-impact educational training for professionals and executives within this segment of the Campus Call. Specifically, we encourage proposals to provide high-level pedagogical training for managing the digital transformation. We are aiming for nothing less than to build up a unique curriculum of training offerings in technology in health, taking into account the latest advances in Artificial Intelligence, blockchain and other developments that have the power to revolutionise how health and wellbeing will be provided in the future. We are also interested in building up a year-long Interprofessional Master for Health Professionals that professionals can pursue alongside their full-time profession. The aim of such a programme would be to help professionals succeed in an increasingly complicated health and healthcare system. Elements of the course would include interprofessional cooperation, patient support, and technological innovations in the health system.

Additional elements for scaling and new proposals are encouraged through various components. First, socio-economic aspects of health and inequalities in health (of migrants, for example) are encouraged in the proposals. Second, proposals are encouraged to collaborate closely with medical and/or patient associations in their envisioned activities – including these actors as active partners is important as it was previously harder to actively engage them in Campus programmes. Third, partners are also encouraged to



foster intrapreneurship and to reach learners in the RIS region, by training nurses in terms of digital skills or other occupations where a high impact can be made, such as with physio-therapists. Lastly, proposals offering training applicable to multiple occupations are encouraged to apply.

Call for Short Courses for Professionals: In 2020, Campus seeks to expand its trainings and increasing impact in this activity line by supporting new short courses designed specifically for health professionals. The purpose of these short courses will be to reach learners that most often have very little time to focus on life-long learning in their profession. Partners interested in submitting proposals for this call should focus on designing small modules for specific professions in health and healthcare, integrating mobility in learning (through the use of mobile apps, for example), and the possibility for learners to acquire ECTS credits and/or CME points. Socio-economic aspects of health and inequalities in health (of migrants, for example) are also encouraged in the proposals. This can be addressed in the form of short courses for interprofessional training to deliver global health, enabling international organisation professionals to prevent global diseases, and/or supporting professionals to address health inequalities in their day-to-day work.

3. Target Group

The health and healthcare workforce, including policy makers, health professionals, health workers, decision makers and innovators. Other target groups, such as citizens, or students, may be invited to participate if it may benefit the overall learning process of the main target group.

4. Skill Needs

Digital and data literacy (including precision medicine); patient-oriented skills, health system skills, social entrepreneurship skills – among others.

5. Learning Outcomes

- obtain skills and knowledge on innovating healthcare processes and provision models;
- obtain skills, knowledge and attitude on technological innovations (e.g. blockchain, AI) that will drive Innovation in the health field
- gain knowledge, skills and attitudes regarding the impact of work design, workplace design and organisation design on the European work force's health;
- obtain the knowledge and guidance for driving innovation (e.g. through mentors)

6. Curriculum & Pedagogical Model (Training Delivery)

Depending on the type of course (short course, online, co-creation, etc) proposals must present a clear course structure and a pedagogical framework for delivering course content.



7. Digital Elements

Partners are encouraged to embed digital elements into any Campus proposals to help us build up a unique digital marketplace for health education. Please note that a MOOC will not be funded for more than €60 000. Please also follow the specific eligibility requirements mentioned in [Section 2.2](#).

8. Impact/KPIs

The basic KPI is to increase the number of health professionals and executives trained. To increase impact, non-academic partner involvement, such as involvement from medical and/or patient associations, is encouraged. Please also refer to the introduction section for more details.

9. Financial Sustainability & Funding Model

EIT Health budget funding may be requested in 2020 as follows: (a) scaling up of successful pilots for professionals and executives may apply between €250 000-€700 000; and (b) new short courses for professionals may apply for up to €100 000.

In terms of Financial Sustainability, Campus seeks to increase impact in this activity line to reach a greater number of health professionals and executives. All activities (new ones as well as re-applications) are entitled to receive funding for up to four years in total, following a decreasing model as detailed in [Section 1.4](#) of the Campus Call. Therefore, all partners submitting proposals for the Campus Training for Professionals & Executives must define specific plans for putting in place a sustainability model that includes a strong commitment from the partners from the beginning and plans for certification (CME, ECTS, when applicable) to eventually sustain the course through the adoption of the market. Please refer to the specific suggestions for financial sustainability listed in [Section 1.4](#) of the Campus Call.

We encourage interested partners from all CLCs and InnoStars to attend the Matchmaking 2019 event in Berlin from 5-7 February 2019. Partners should indicate their interest to the current activity line coordinator for Professionals & Executives, Montserrat Codina (montserrat.codina@eithealth.eu).



4.5 Citizens Outreach, Training & Empowerment

1. Background and purpose

Campus seeks to empower all citizens – including patients, their families, people at risk of specific conditions and informal care givers – to promote public awareness and understanding to educate citizens and include them in the co-creation of healthy living and active ageing. The general common theme for these activities is that they should empower citizens to become aware of available knowledge, approaches, tools and methods in health innovation to manage their own health while actively taking part in the innovation process – all to provide the benefit of improved health outcomes.

The ambition of the Campus Citizen Engagement activity line is to develop a holistic citizen and patient pathway that takes into account different levels of engagement from this target group. Lower levels of engagement are addressed by publicity and citizen education, and higher levels of engagement allow for direct inputs and interactions from citizens into our work. Campus activities emphasise high-level public outreach to facilitate meetings between general citizens and health professionals, scientists, politicians, industry, start-ups and municipal officials.

2. What we are looking for

In 2020, Campus will call to align citizen engagement activities within the context of an overall EIT Health strategy for citizen engagement. This includes engaging citizens directly as partners in our work, thereby involving them both as contributors and beneficiaries of Campus activities. Citizens and patients who share their thoughts, ideas and challenges assist in Campus activities and allow us to understand their needs. This kind of engagement is encouraged via co-creation or other active participation from citizens and patients. Proposals for these activities must explicitly show: how they tackle a societal need that has been validated directly with citizens/patients; why EIT Health is uniquely appropriate for funding such an activity; how they build on already existing activities in the region; and how they could become scalable and transferable to other places in a sustainable way – i.e. without EIT Health – after four years.

Partners submitting proposals to this activity line are also encouraged to design training for citizens that involves payers and providers, municipalities and “patient experts” as partners, advisors or jurors.

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

As in 2019, Campus again encourages proposals to promote social inclusiveness in health education (building health literacy, for example) in order to address the societal challenge of an increasingly divided society and to reach marginalised and underserved populations in Europe.



3. Target Group

General citizens with particular focus on the following groups: Young citizens (5 to 18 years old), migrants and marginalised populations, the middle-aged healthy population, citizens who are 65 and older. Other target groups, such as students or health professionals, may be invited to participate in a supporting role, if that may be beneficial to the citizens' learning experience.

4. Skill Needs

Management of own health; prevention through new technologies; basic digital skills (particularly for elderly citizens); new media literacy; smartphone-specific skills; up-skilling; understanding and managing personal health data.

5. Learning Outcomes

Among others, outcomes could include: better understanding of individuals' health needs through active involvement; citizens self-management of their own health; understanding the risks and benefits of sharing personal health data; and increasing the innovation knowledge, capacity and attitude of citizens and patients themselves.

6. Curriculum & Pedagogical Model (Training Delivery)

Proposals must present a clear course structure and pedagogical framework for delivering the training/engagement content to citizens. Proposals must also explain how the framework used engages citizens and reaches the objectives of the activity (i.e. promoting healthy living for citizens; self-care, etc.).

7. Digital Elements

Partners are encouraged to embed digital elements into any Campus proposals to help us build up a unique digital marketplace for health education. Please note that a MOOC will not be funded for more than €60 000. Please also follow the specific eligibility mentioned in [Section 2.2](#).

8. Impact/KPIs

These activities are expected to increase the number of citizens reached and engaged in EIT Health activities and increase the number of Outcome-focused KPIs (these will vary depending on the type of citizen engagement). In order to have higher impact in this domain, Campus will also place more focus on supporting training for citizens activities according increased outreach in terms of the number of citizens trained and specific learning and self-care outcomes for the citizens themselves. We therefore encourage all applicants to this call to carefully select their KPIs, to reflect this increased impact objective.

9. Non-academic partner involvement

Please refer to introduction section for more details. For citizen activities, we strongly encourage the involvement of payers and providers, as well as municipalities.



10. Financial Sustainability & Funding Model

As Campus seeks to increase impact in this activity line to reach a greater number of citizens and scale up pilot activities in 2020, partners may apply for up to €500 000 for each proposed activity. Of course, the amount of funding should be justified according to our objectives of scaling up pilots and reaching a higher impact in terms of numbers of citizens engaged and trained. Proposals must also clearly explain the added value of EIT Health funding for citizen activities as opposed to local funding, which may otherwise be the most appropriate source of funding.

Financial Sustainability: In terms of Financial Sustainability, Campus seeks to increase impact in this activity line to reach and empower a greater number of citizens. All proposals for activities (new activities as well as re-applications), will receive funding for up to four years following a decreasing model as detailed in [Section 1.4](#) of the Campus Call. Therefore, all partners submitting proposals for this Campus segment must define specific plans to eventually make the training and/or course sustainable through the adoption of the market. It is worth asking: what outcomes should this activity provide in order for the local responsible partners to invest in this new approach? Please refer to the specific suggestions for financial sustainability listed in [Section 1.4](#). of the Campus Call.

We encourage interested partners from all CLCs and InnoStars to attend the Matchmaking 2019 event in Berlin from 5–7 February 2019. Partners should indicate their interest to the current activity line coordinator for Citizen Engagement, Roel Kamerling (Roel.kamerling@eithealth.eu).





Accelerator



2020
Business Plan
CALLS



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

Contents of the Accelerator Calls

Accelerator Calls	91
Contents of the Accelerator Calls.....	92
1. Accelerator Activities.....	93
1.1 <i>Project funding and structure in a nutshell</i>	93
2. Project preparation	94
2.1. <i>Important events and dates for preparation</i>	94
2.2. <i>Specific eligibility requirements for Accelerator proposals</i>	94
2.3. <i>Pre-Application Phase</i>	95
3. Evaluation and selection process	96
3.1. <i>Eligibility check</i>	96
3.2 <i>Proposal review</i>	96
3.3 <i>Final selection for the Business Plan</i>	99
3.4 <i>Evaluator feedback reports</i>	99
3.5 <i>Accelerator evaluation and selection timeline</i>	99
4. Specific Bootcamp Call.....	100
4.1 <i>Background and Purpose</i>	100
4.2 <i>Who Should Apply</i>	100
4.3 <i>Goals of the Bootcamp Programme</i>	101
4.4 <i>Funding and Programme Duration</i>	101
4.5 <i>Additional Criteria/Guideline Structures</i>	102
5. General Call for Continuation of Activities	104
5.1 <i>Background and Purpose</i>	104
5.2 <i>Who Should Apply</i>	104
5.3 <i>Additional Criteria/Guideline Structures</i>	104
6. Annex: Strategic focus for 2020 call	106



1. Accelerator Activities

EIT Health Accelerator invites partners to submit innovative, value-creating proposals in 2020, 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 as summer schools, Innovation Projects and their spin-outs, as well as other Accelerator activities. Participants in Accelerator programmes also have the opportunity to become part of the business-chapter of the EIT Health Alumni network, an opportunity to connect 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 focussed on Ideation, Incubation, and Business Creation – subject to their continuation in BP2020.

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 financiers and crowd-funders. These aforementioned 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.

1.1 Project funding and structure in a nutshell

The funding commitment for Accelerator programmes will be only for one year, starting on 1 January and finishing on 31 December. 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 and recruit at least 60% international participants, where applicable.

For Bootcamp Structure: Please see [4.4 Funding and Programme Duration](#)

2. Project preparation

2.1. Important events and dates for preparation

The Matchmaking event will include a workshop for partners who are interested in submitting a Bootcamp call. In addition to obtaining information from that workshop, every project consortium should receive input from a regional Business Creation Manager or respective Activity Line Co-ordinator. This “Stage 0” must be carried out in January/February 2019 prior to Proposal Submission.

The Plaza submission system will be available from mid-February 2019 More information will be published on Connections.

2.2. Specific eligibility requirements for Accelerator proposals

All Accelerator proposals must:

- Include a minimum of one partner from another CLC.
- Receive input from a regional Business Creation Manager or respective Activity Line Co-ordinator. This “Pre-Application Phase” must be carried out in January/February 2019 prior to Proposal Submission.

In addition, all Accelerator proposals must:

- 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, where applicable.
- Demonstrate added-value to the activity itself and the Accelerator as a whole (i.e. the activity could not be run without the support of EIT Health and the advantages that the partnership offers).
- Be properly advertised as EIT Health supported activities (logos visible on associated websites, etc).
- Recruit participants with appropriate advanced notice.
- Use the EIT Health programme processes.
- Collaborate with other 2020 Accelerator activities chosen for the business plan.
- Indicate how the activity contributes to the focus areas chosen for the 2019 Call.
- 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 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.

2.3. 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 need to contact the Business Creation Manager in the respective CLC as soon as they start with the application process. The Business Creation Manager will then provide continuous and comprehensive support during the whole application process. Specifically, the Business Creation Managers can help partners in aligning with EIT guidelines if their programmes need more flexibility to strengthen the offered services. If it is considered more appropriate, an activity leader will be involved in this process or can even take a lead on it. The Pre-Application Phase process will take place in January/February prior to submitting the application. The scope of this phase, in terms of time commitment and joint meetings, depends on the individual case.

Contact details of CLC Business Creation Managers:

Name	CLC	Email
Irene Sánchez	Spain	irene.sanchez@eithealth.eu
Christos	SCAN	christos.vaitsis@eithealth.eu
Nuno Viegas	InnoStars	nuno.viegas@eithealth.eu
Bart Haex	BENE	Bart.Haex@eithealth.eu
Matteo Consonni	Germany	matteo.consonni@eithealth.eu
Anais Delicourt	France	anais.delicourt@eithealth.eu
Rosemary Gallagher	UK/Ireland	rosemary.gallagher@eithealth.eu



3. Evaluation and selection process

3.1. Eligibility check

An eligibility check will be performed by HQ pillar managers right after submission deadline, based on the above-mentioned eligibility criteria. Any case of non-eligibility will have to be confirmed by the Director of Business Creation.

3.2 Proposal review

3.2.1 Remote evaluation

Each eligible proposal is evaluated based on the criteria indicated below (Section 3.2.3) by five independent external evaluators. 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 a conflict of interest and to inform EIT Health HQ if necessary before evaluation of the proposal proceeds. Except for Innovation Project proposals, the evaluators will hold a consensus meeting for all proposals evaluated: this meeting will be coordinated and moderated by one rapporteur.

A maximum of 100 points will be awarded in the remote evaluation.

3.2.2. Hearings

Invitations for hearings will be issued by 30 April 2019 to the Activity Leader named in the proposal, and the hearings will take place between 2-7 June 2019. Invitations to hearings will be based on scoring/ranking from the remote evaluation. The hearings are conducted by a specific Accelerator Evaluation Board. The Evaluation Board consists of an external expert group and will be chaired by the Director of Business Creation. The external experts for all Evaluation Boards will be appointed by the SB. The composition of the Evaluation Boards will be published prior to the hearings.

Some practical information on the hearings:

- Hearings will be face-to-face and take place in Munich, Germany, to allow the experts to meet with the teams in-person.
- For Accelerator proposals, a maximum of three participants is allowed.

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



3.2.3 Review criteria for Remote Evaluation and Hearings

Specific evaluation criteria, and relative value of these criteria

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

- Addresses the relevance to EIT Health and fits 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 Projects and Alumni activities of EIT Health.

II. Implementation (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 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 in the proposal.
- Addresses a recruitment and marketing strategy. The proposal needs to explain how the activity identifies and recruits the right learners (e.g. from EIT Health Partnership) and ensures that the entire partnership is encouraged to participate.



III. Impact (20%)

- Identifies the KPIs. The proposal needs to ensure that the chosen KPIs, deliverables and outputs fit with the activities' objectives and timely implementation.
- Identifies the measurement of impact and the contribution to the healthcare system. The proposal needs to explain and specify the metrics used to measure the impact, to provide evidence of the expected impact, or impact already created, by the activity.
- Addresses sustainability. The proposal needs to explain and specify the future of the activity and prove how it will become self-sustainable beyond EIT Health funding.
- Addresses how to ensure knowledge transfer. The proposal needs to explain how it plans to scale and disseminate the Business Creation offering within the partnership and beyond, and how it plans to share its learnings.
- Addresses sustainability. The proposal needs to explain and specify the future of the activity and prove how it will become self-sustainable beyond EIT Health funding.
- Address how the different elements of the proposed offering support the sustainability model and help to expand this offering to the wider community.
- Specifies clear aims and achievable learning outcomes matching the proposed programme design plan.
- Addresses the evaluation and monitoring of the participants. The proposal needs to explain how it plans to evaluate its participants' involvement and monitor the participants during and after the activity.

IV. Strength of team (20%)

- Excellence of involved partner institutions.
- Experience of the activity lead and involved team members.
- Clear role of involved personnel.
- Absence of silos.

V. Commitment of partners and collaboration (20%)

- Own resources (cash, FTEs, infrastructure etc.) committed to activity.
- Commitment of partners to develop project into a self-sustaining activity.
- Commitment to transferring knowledge and to scaling the activity to contribute to the highest impact as possible.
- Synergies and complementarity of the team.



3.3 Final selection for the Business Plan

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

- For the Accelerator pillar, the final score is based on the hearings.
- Overall portfolio balance and fit to strategic agenda.
- The overall budget available, and the approved distribution of the anticipated EIT budget over the three pillars.
- The maximum total EIT contribution for an EIT Health Associate Partner in 2020 will be €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.

3.4 Evaluator feedback reports

All proposing teams will be informed about whether they have been selected to come to hearings by 30 April 2019. Proposals selected to be included in the business plan will be informed by 12 July 2019. All proposals will receive their scores and detailed evaluator feedback by 15 July 2019.

3.5 Accelerator evaluation and selection timeline

- Remote Evaluation End: **1-17 April**
- Invite to hearings: **30 April**
- Hearing week: **3-6 June** (2 and 7 June for internal projects)



4. Specific Bootcamp Call

4.1 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. These specialisations must not be unduly restrictive or limiting to applicants; examples may broadly include MedTech, BioTech or DigiHealth, or they could draw on the BP2020 Focus Areas.

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 its (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 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 2020. This Roadtrip will grant Bootcamp Teams access to stakeholders, customers and experts in three European regions (CLCs). Organisation of the Roadtrip will be led by the EIT Health Accelerator and it is not the individual responsibility of Bootcamp consortia. However, all Bootcamp consortia members are obliged to participate in the Roadtrip. Thus, Bootcamp proposals must include a Work Package to host visiting teams for at least two days in November 2020.

4.2 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 eco-system 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.



4.3 Goals of the Bootcamp Programme

- During the programme, Bootcamp Teams validate their problem-solution and product-market fit in European health markets.
- At the end of the programme, teams should be able to assess whether a technology-based scalable business model can be built around their health tech idea.
- The programme should cater to business ideas that complement the overall thematic scope of EIT Health: “Promote Healthy living, Support Active Ageing, and Improve Healthcare.”
- Together the Bootcamp Programmes form a single collective consortium with a joint call for start-up participation, in two waves, as well as other collaborative efforts.

4.4 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. 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.

4.4.1 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.
- Bootcamp Programmes will be conducted in two waves via the centralised EIT Health Application System:
 - Wave 1: Applications from Teams open 6 January to 2 March 2020, with Bootcamp Programmes running during the months of April to July.
 - Wave 2: Applications from Teams open 6 April to 1 June 2020, with Bootcamp Programmes running during the months of July to October.
- This timescale does not include the Common Roadtrip, which is expected in November 2020. Bootcamp Programmes may only run during one wave, and consortia must specify in their proposal the Wave in which they intend to participate.
- Bootcamp Programme proposals must include a Work Package to host visiting teams for at least two days in November 2020.



4.5 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 10 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, DigiHealth, or the three could draw on the BP2020 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:
 - Local Mentors who receive EIT Health funding via Bootcamp Programmes must be referred to the Mentoring & Coaching Network.
 - 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, and in particular 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, 10 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.



5. General Call for Continuation of Activities

5.1 Background and Purpose

Any Accelerator activity that is willing to continue its work in 2020 will have to apply and undergo a full evaluation procedure. The evaluation procedure is outlined above and has already been applied in the previous years. This requirement ensures high quality standards and continuous improvements from year to year. Budgets can only be confirmed for the following calendar year.

5.2 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.

5.3 Additional Criteria/Guideline Structures

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

- 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 to date. Specify the implementation of the workplan so far, and the work expected to be achieved during previous years.
- Address how the activity has achieved its proposed impact for previous years to date. 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.

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

- 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.



- 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.



6. Annex: Strategic focus for 2020 call

From 2018-2021 the Accelerator will specifically focus on digital infrastructure and data-connectedness. Accelerator will support the entrepreneurship community with advanced features as well as integrated use of its cross-pillar incubation pipeline, joint online tools, and access to an excellent network of incubators for additional resources and physical space. To supplement this strategic momentum and strengthen its core portfolio, EIT Health Accelerator will call for proposals for the EIT Health Bootcamp programmes. The calls for proposals for the Intrapreneurship Programme from the previous years has been shifted to the Campus pillar, because it has proven to fit better in the scope of the Campus activities. The GoGlobal Programmes from the previous years will be restructured to better meet the needs of the participants.

The calls for Bootcamps are designed to strengthen the existing portfolio and increase the reach of the Accelerator. For 2018 and 2019, six Bootcamps were selected. For 2020, we will look for a similar number of activities that provide an added value to the EIT Health Network and are able to demonstrate that the EIT Health Accelerator is a European collaborator of choice.

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

To build on our achievements, we would like to reiterate that applicants should continue to work toward EIT Health's three key priorities: promoting healthy living, supporting active ageing and improving healthcare, as defined in our Strategic Agenda. We encourage applicants to submit proposals for novel activities, or to re-submit proposals with novel elements, in order to contribute to strengthening and expanding our brand of excellence for running activities. In order to uphold the innovativeness of the Accelerator, programmes applying in 2020 are required to demonstrate their strategic fit and an exceptional understanding of the knowledge-integration triangle. Proposals must also demonstrate thoughtful collaborations with other programmes in the Accelerator, as well as links to Campus, Innovation Projects, and EIT Health Alumni.

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

