

2021-2022 Business Plan

SUMMARY OF PLANNED 2021-2022
ACTIVITIES AND PROJECTS

Contents

A. Executive Summary.....	3
B. Implementation of the KIC multiannual strategy.....	6
1. Excellence regarding the KIC's Strategic Agenda 2021-2027.....	6
1.1 Objectives and ambition.....	6
1.2 Methodology	12
2. Impact	19
2.1 KIC's pathways towards impact	19
2.2 Measures to maximise impact: Communications, dissemination and exploitation, stakeholder engagement, and EIT RIS	26
3. Quality and efficiency of the implementation	32
3.1 Work plan and resources	32
3.2 Capacity of participants in KIC Partnership as a whole	65
Appendix.....	69
List of obligatory deliverables:.....	69
Declarations.....	72
Appeals procedure.....	73

A. Executive Summary

EIT Health is a vast, vibrant community of some of the world's leading health innovators, backed by the European Union. Working across borders and disciplines with approximately 150 EIT Health Partner organisations, we harness the brightest minds in healthcare, from the worlds of business, research, and education, to answer some of the biggest health challenges facing Europe. Through this unique collaborative approach, we empower a network of innovators to overcome barriers, challenge convention and take action.

Health innovation to support healthcare system recovery and sustainability in the future

The COVID-19 crisis has acted as an accelerant of innovation in many areas, especially when it comes to the adoption of digital health solutions. While the pandemic signalled a boom in areas such as telemedicine and AI, what remains clear is that our European frameworks were not wholly conducive to a context that demanded “fast innovation”, and many quick fixes needed to be introduced at speed to allow healthcare systems to provide greatly needed solutions to patients. In areas such as a lack of digitalisation and electronic records in many health systems, and legislative gaps and fragmentation among Member States in crisis management, the stark reality is that COVID-19 uncovered weaknesses of cost-constrained healthcare systems in Europe. Moving on from the pandemic, things must change. Innovation ecosystems like EIT Health – driving quick action and connecting minds and organisations in business, research, education and healthcare delivery – play a vital role in Europe's recovery and response to current and future crises, as well as our ability to deal with the everyday realities of growing demand around healthcare, due to challenges such as non-communicable diseases. Our Strategic Agenda, therefore, defines three goals: promoting better health of citizens, strengthening healthcare systems in Europe and contributing to a sustainable health economy.

What will EIT Health deliver in 2021 and 2022?

Delivery of the 2021–2022 Business Plan involves 280 organisations from all over Europe in 129 individual activities. To this end, EIT Health will:

- Accelerate needs-based health innovations to achieve wide market uptake in Europe. In order to accomplish this goal, we foster collaborative projects that connect innovators with various stakeholders from the healthcare systems.
- Increase the value and impact of EU-based SMEs in the health and healthcare sector to compete on the global level.
- Attract, and develop the skills of, those with the potential to design, develop or utilise healthcare innovations, through novel education and training offers.
- Support healthcare providers, professionals and payors to transform care towards outcomes that have the highest impact and are of the most importance to patients.
- Impact and drive healthcare innovation policy in Europe, based on evidence, learnings and experience from EIT Health activities.

We have defined metrics that will show performance and output in line with our Strategic Agenda:

Key Performance Indicator (KPI)	Achieved in 2019	Achieved in 2020	2021	2022	BP 2021-22 Total	SA Targets 2021/22
Designed and Tested Innovations*	NA	NA	16	27	43	41
EIT RIS Designed/Tested Innovations*	NA	NA	10	14	24	12**
Marketed Innovations*	7	23	18	17	35	30
Supported Start-Ups/Scale-Ups*	386	489	138	276	414	257
EIT RIS Start-Ups/Scale-Ups Supported	141	N.A.	16	32	48	39**
Start-Ups Created of/for Innovation	4	0	5	3	8	6
EIT RIS Start-ups created of/for innovation	2	0	0	6	6	1**
Start-Ups Created out of EIT Labelled M.Sc./PhD Programmes	0	0	4	4	8	8
EIT RIS Start-ups Created out of EIT Labelled M.Sc./PhD Programmes	0	0	1	2	3	2**
Investment Attracted by KIC Supported Start-ups/Scale-Ups (in mil €)*	143.5	301.2	154	199	353	317
Investment Attracted by KIC Supported EIT RIS Start-Ups/Scale-Ups (in mil €)	42.8	N.A.	22.65	24.78	47.43	47.43**
Graduates from EIT Labelled M.Sc./PhD Programmes	53	54	60	90	150	150
EIT RIS Graduates from EIT labelled MSc/PhD programmes	23	24	8	19	27	23
Participants in (Non-Degree) Education and Training*	6,261	8,253	5,275	11,841	17,116	6,130**
EIT RIS Participants with (non-degree) education and training*	N.A.	N.A.	758	1,493	2,251	1226**
EIT Labelled M.Sc./PhD Students and Graduates who Joined Start-ups	1	0	6	8	14	14
EIT RIS EIT labelled MSc/PhD students and graduates who joined start-ups	N.A.	N.A.	0	2	2	1**
KIC Success Stories	27	11	10	10	20	40 ***

* *includes targets from Cross-KIC and HEI*

***For simplification purposes, numerical values used here are based on the percentage in the SA. This is for reference only as RIS KPIs have been set as a percentage, not number target across the entire 2021-2027 period.*

****The target for success stories is now predefined to 10/year as per updated impact framework.*

EIT Health innovations will have tangible impact on people in Europe and our healthcare systems. It is of key importance to EIT Health that patients and citizens are involved throughout the innovation process. Between 2021 and 2022, EIT Health will therefore involve 12,800 people directly in seeking solutions for multi-morbid and chronic conditions. Most importantly, we aim to demonstrate that 80,000 people will benefit from the innovations we deliver in 2021 and 2022.

The path towards the Business Plan 2021 and 2022

The Business Plan has been put together in a co-creative approach involving the EIT Health network and external stakeholders. Three key factors play a role:

- Ensuring all activities contribute to the long-term strategic objectives of EIT Health.
- Fostering integration of what is referred to as the “Knowledge Triangle”: In essence, we connect research and technology, education, and business creation, to support health innovation.

- Selecting activities for the Business Plan based on a competitive process that rests on peer-review, expert evaluation and competitive selection.

Highlights and key success factors for 2021 and 2022

Based on our learnings, we are developing the EIT Health organisation, strengthening its network and portfolio:

- Reinforcing the network: Strengthening our alumni network and creation of a new Hub in Austria: Since 2017, EIT Health Alumni, a multi-disciplinary community of innovators, connects participants of EIT Health's activities. As the community reaches critical mass, we will expand the offering and also assume leadership across the KICs to enhance the Alumni Network as a key asset for the entire "EIT Family". EIT Health will launch its new Regional Innovation Hub in Austria on 1 January 2022. With strong local support, from three ministries and the city of Vienna, the Hub is well-resourced to ramp up quickly and reinforce our network.
- Further advancing the education portfolio: The launch of an online learning platform is planned in 2022, in order to increase reach among participants in non-degree education programmes, as well as graduates from EIT Labelled MSc/PhD programmes. The objective is to have an offer that is focused and relevant to needs and gaps that hinder entrepreneurship and innovation in healthcare (e.g. related to High Value Care), while moving from a siloed to a fully holistic approach.
- Delivering 35 innovations to market that address unmet needs: The portfolio of EIT Health consists of 45 Innovation projects that will deliver innovative and unique solutions to improve the outcomes that matter to people, and enable them to live longer, healthier lives. Given the highly complex pathways to market and implementation in healthcare, EIT Health support will be critical to achieving successful launches.
- Serving top start-ups and scale-ups: We aim to assist start-ups by providing support that helps them attract an estimated €350 million in investment. European investors will have a unique avenue to significantly de-risked projects within the EIT Health network. It is our mission to create an attractive service offering, forging life science companies that are investor-compatible and helping them secure private financing on the path to commercial success, long-term viability, and impact.
- The Regional Innovation Scheme (RIS): EIT Health has seen an enormous interest and fantastic entrepreneurial talent emerging from newer Member States in Southern and Eastern Europe. We address this potential with the Regional Innovation Scheme. RIS is a comprehensive initiative based on the knowledge and expertise of EIT Health and running tailor-made programmes adjusted to the specific needs of these regions. The overall aim of RIS is to strengthen the innovation capacity of European regions that are moderate and modest innovators, and to drive growth.

High-level risk analysis

Main risks at this stage are related to the not-yet complete transition to the new Horizon Europe programme. While high-level legal frameworks are largely clarified, operational impacts still need to be managed. These include legal agreements at KIC level, IT systems and new portfolio management strategies and workflows. In order to comply with the new Partnership Agreement, EIT Health also still needs to implement some critical governance reforms. Furthermore, the as-yet unresolved relationship of the UK and Switzerland to the Horizon Europe programme create substantial uncertainty. Another uncertainty comes from the financial sustainability strategy. EIT Health has been developing new business models and service offerings to raise and foster financial income from revenues and assets. The models will need to be tested, verified, and adapted. To mitigate risks, EIT Health has applied risk deductions to planned revenues and asset sales.

B. Implementation of the KIC multiannual strategy

1. Excellence regarding the KIC's Strategic Agenda 2021-2027

1.1 Objectives and ambition

Strategic alignment of KIC Business Plan

The EIT Health Strategic Agenda 2021-2027 defines the following goals: promoting better health of citizens, strengthening healthcare systems in Europe and contributing to a sustainable health economy. To measure progress, EIT Health has defined strategic objectives that will allow us to track our performance between now and 2027. The proposed Business Plan 2021-2022 has been built up along the same objectives and will be monitored against them.

Goals



Objectives until 2027

Directly improve quality of life (QoL) of 4.8 million Europeans.

Educate 30,000 change-agents that scale sustainable and systemic solutions.

Attract €1.3 billion of investment to start-ups.

All funded activities address health challenges co-creatively and collaboratively with strong European regional inclusion and mitigate a fragmented health market (RIS objective: at least 15% of impact can be brought back to RIS regions).

People who are driving our activities, reflect society (gender equality and diversity objective: consistently do better than overall (health) industry).

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To this end, EIT Health aims to deliver societal impact, understood as the implementation of widespread, demonstrable socio-economic improvements to society. EIT Health believes that societal impact is:

- constructed from the connection between innovation and society (Citizen & Patient Engagement);
- measured against what really matters to people (High-Value Care);
- assessed on principles of integrity and fairness (Ethics & Legal principles).

Quality of life. The benefit for patients and citizens has been included as a measure when building the business plan portfolio (e.g. innovation projects). As an example, the number of people who experience an improvement in Quality of Life and/or Life Years Gained, has been part of the evaluation and selection process, and will be included in monitoring and reporting (e.g. societal impact study) thus ensuring a direct link with EIT Health's target societal challenge.

Systemic change. For the second objective, we have selected projects demonstrating efficiency gains. We will measure how well inputs (resources, such as number of hours worked by e.g. health care staff) are used to produce outputs (e.g. health outcomes, survival). Gains may be the result of new collaborations, new players, new payment models, digital tools etc. Knowledge Triangle Integration (KTI) is crucial for the envisioned transformation in health care e.g. we need to educate change-agents that scale sustainable and systemic solutions.

Competitive health economy. While continuing to attach importance to job-creation (in start-ups, scale-ups or existing businesses) and to new products/services/solutions being tested or marketed, the business plan also gives attention to products that achieve multi-country implementation, in view of the important role our partnership wants to play in “defragmenting” the European Health Market. With respect to start-ups (apart from the number created and supported) investment attracted by them continues to play an important role.

Widening Participation. Consistent with the objective of the EU to close the gap between high-innovation performance and lower-innovation performance countries and regions, EIT Health implements the Regional Innovation Scheme (RIS) programme. Our goal is to develop the innovation capacities of those regions, integrate them into the leading hubs of Europe, increase their participation and build idea, talent and start-up pipelines for commercialisation. The business plan reflects the RIS targets set for 2021-2027 (e.g. support start-ups, train professionals, internationalise and commercialise projects, integrate partners within EIT Health).

Gender Equality and Diversity. The diversity and balance of the EIT Health partnership is reflected in its people, who are key in implementing the business plan. EIT Health commits to staying consistently ahead of (health) industry averages by taking further steps to improve gender balance among participants of its activities (>50% women) and by further strengthening women as leaders of activities (>50%). EIT Health is already tackling the entrepreneurial gender gap (25% of EIT Health start-ups are already led by women vs. 9% in general) and will further do so with dedicated instruments (e.g. a women entrepreneurship bootcamp).

Priorities and expected results

With respect to our first Strategic Goal (“promoting better health of citizens”) we focus on new products/services/solutions to be designed or tested, prototyped in a pre-clinical or clinical environment, and marketed. While record numbers for 2020 have been achieved for these parameters, 2021-2022 objectives will favour fewer products (pre-2020 levels) that achieve multi-country implementation, in line with the key role EIT Health wants to play in “defragmenting” the European Health Market. With respect to citizens and patients, ambitions realised over the past years include increases in number engaged and the number of patients who benefit from products and services. The number of citizens and patients involved in co-design and co-creation has also been growing steadily over the years. This positive trend has resulted in increased future ambition (cf. Strategic Agenda 2021-2027: “improve quality of life of 4.8 million Europeans”), which is reflected in Business Plan 2021-2022. Science4Pandemics exemplifies this ambition: while it supports the “Future-proof healthcare workforce and population” track of the portfolio, it focuses on engaging citizens with a digital platform to nurture collective intelligence in pandemics.

To meet the second Strategic Goal (“strengthening healthcare systems in Europe”) projects demonstrating systemic changes have been included in Business Plan 2021-2022. These initiatives will improve the way inputs (resources, such as health care staff) are used to produce outputs (e.g. health outcomes). RealWorld4Clinic (a coin-sized device that acquires real-life cardio-respiratory health data in the stomach) is a good example: it will impact effectiveness of treatments (e.g. halve the rate of emergency hospitalisations in heart failure patients) and leverage savings amounting to billions of euros. Dedicated “High Value Care” projects (with specific KPIs and targets) will be set up to increase the footprint of such activities.

With respect to our third Strategic Goal (“contributing to a sustainable health economy in Europe”):

- Both the number of start-ups supported and the investment they attracted have consistently increased over the past years. The future focus will be on attracting considerable investment (€1.3 billion 2021-2027) with fewer start-ups (pre-2020 levels) while also capturing value for EIT Health (in view of

financial sustainability). Ambitions on in-company investment (triggered after project lead time) are maintained.

- Job creation ambitions have been met in the past (both jobs in KIC-supported SMEs and jobs in new business organisations as a direct result of projects), resulting in increased future ambitions on this parameter.
- Up to now, only a limited number of start-ups have been created from Innovation and Education. Future targets for 2021-2027 have been maintained nevertheless, starting with the proposed Business Plan 2021-2022, which will require a considerable effort. Platforms such as the EIT Health Academy will not only strengthen the (cross-pillar) community and capture revenue; they will also promote interactions and transactions that are expected to lead to increased start-up creation.
- A strategic transformation already underway seeks to attain a considerably higher number of learners for both non-degree education and EIT-labelled education over the next period (2021-2027). The proposed Business Plan 2021-2022 will therefore include activities that support this transformation, while (considerably) higher targets are set from 2023 onwards.

A good example is EDIT-B, which develops the first blood test based on RNA editing modifications measurement and AI to differentiate between bipolar disorder and depression. The analysis takes only 48 hours, with a crucial impact on patient pathway, enabling early, correct treatment intervention. The multicentric clinical trial will run in 2023-2024 and the market launch is expected by 2024.

EIT Health widens participation across Europe, for example through its 14 innovation hubs. The number of participants in EIT RIS programmes (both individuals and organisations) has risen consistently over the past years. This overachievement has resulted in increased future ambitions on RIS (cf. Strategic Agenda 2021- 2027), which are reflected in the Business Plan 2021-2022.

EIT Health continues its path to pillar integration, which is exemplified by the Healthcare Transformation Academy: this programme has a strong link with the High Value Care Forum, thus feeding the “Professionals Pathway” of the education and training portfolio. In addition, it will integrate with the EIT Health Academy platform. This programme is expected to yield great impact (healthcare professionals trained, better outcomes for patients, and potential for financial sustainability).

Open and robust selection

Key aspects considered in the portfolio selection process are: a) project excellence and strategic fit; b) implementation; and c) impact and sustainability. EIT Health has increased requirements on the creation of societal impact that contributes to achievement of widespread and demonstrable socio-economic improvements and financial sustainability. For example, only projects that will contribute considerably to impact and sustainability have been invited to the final evaluation stage, as will be explained further.

The openness of the process is demonstrated by the calls, which are published on the EIT Health website and open to External Project Partners (e.g. start-ups could lead start-up driven projects and receive up to €500,000 funding). Specific emphasis has been given to a new category of projects (High Value care), which went through a pilot to test new ways to construct proposals through workshops and additional expertise support.

As a part of the process of building the business plan, a portfolio analysis has been performed to assess how the newly selected projects will fit into the already existing portfolio (e.g. related to aspects like focus area, risk-return ratio, commercial maturity and health impact). During the selection process, emphasis was put on providing comprehensive feedback to the proposals, to help them improve in case they plan to re-apply next year. A

debriefing is also done with the hearings' evaluators, as well as with the innovation managers, to identify the main lessons learned and improvements for the next year.

For example, between Call 2021 and Call 2022, the following main lessons were taken on board when preparing the Business Plan:

- Three types of Innovation activities were defined (partner-driven, start-up driven, high value care projects) with clear targets and inputs.
- Each consortium was provided with freedom to choose a model to support the financial sustainability of EIT Health, according to their project's particular features.
- Competition of all innovation activities was judged on the level of health impact, co-funding and financial contribution to EIT Health.

HARMONICS is a first High Value Care project selected into the Business Plan. It aims to harmonise and implement a high-value care solution focused on the post-hospital level (home hospitalisation, patient follow-up and patient engagement) in stroke centres of two European regions. The solution uses benchmarking of best practices and clinical results to ensure improvement of stroke outcomes, proposes innovative value-based payment models, enhances efficiency of healthcare systems at regional level and improves patient value perception and quality of life. A dedicated selection process was piloted for this type of project.

In Business Creation, an open selection process is guaranteed by including a wide range of both bottom-up (Entry Track) and top-down (Scale-up Track) activities coordinated with Regional Innovation Hubs to support start-ups. Building on the learnings of our achievements in the past, the following main lessons were taken on board when preparing Business Plan 2021-2022:

- We realised that we should aim to select the most competitive start-ups and projects for an organised start-up journey, in a way that also contributes to EIT Health financial sustainability. For instance, we are selecting the top start-ups for "Gold Track" – an acceleration programme that supports companies to realise goals tailored to their expectations – in an open call to all start-ups but also under stricter criteria involving due diligence checks and active recruitment from our team.
- We have also refined the selection process in the Bridgehead programme: during 2018-2019, the selection criteria emphasised evidence of product traction. Setting a higher standard for 2021-2022, Bridgehead will focus on start-ups that already have sales in their home markets. This tightening of criteria will also help to raise programme standards. Moreover, each application will be reviewed by three evaluators from different countries, which prevents conflicts of interest.

For Education, the call for Degree Programmes and Co-Create activities required consortia to collaborate around three topics: sustainable health workforce, global pandemic innovation and technology, and impact of climate change on human health. Projects had to design innovative educational services aimed both at making an impact and creating revenue, for their own sustainability for revenue sharing with the KIC. Among lessons learned, we took important steps towards a more sustainable portfolio and new lines of collaboration with partners by using the EIT Health Academy to reach new, and more, learners – and to facilitate revenue sharing.

Financial Sustainability

The EIT Health sustainability strategy is designed to support the long-term financial viability of the key areas of activity of EIT Health. Three areas are connected to three financing strategies:

Area 1: Network facilitation and management: the management function and ability to facilitate the connectivity of the network across Europe, as well as building and linking health innovation eco-systems, including RIS regions:

- This area will be funded by the members of EIT Health through fees, as well as support of public grants on the European and national/regional level, up to and beyond 2027.

Area 2: The delivery of high-value services. This will be achieved through (mainly professional) education, start-up support and platforms. It may be completed with services to the public sector or bespoke services to EIT Health (industry) members beyond the support they receive for their paid membership status.

- This area will be funded through (success) fees, whilst, particularly in the ramp-up phase, external grants also may support service development and delivery. In the mid/long-term, services will be self-sustaining.

Area 3: The delivery of projects with high societal impact in health and healthcare, creating value that is shared among private and public actors (at European, national, and regional level). These projects need to attract funding from these actors, according to their share in the value created.

- This area will be financed – beyond the support of the EIT – through the establishment of an “EIT Health Impact Facility” that absorbs return from equity investments in start-ups or other revenues from projects. It will be leveraged by grants and potentially by further contributions from partners connected to projects. By 2027, funds accumulated should amount to ~ €29.2 million and a further ~ €85 million will be incurred between 2028 and 2035. Additionally, €116 million in grants should be obtained from 2028 onwards, to co-finance projects, along with €116 million from Partners in co-funding. Hence, between 2028 and 2035 a total amount of ~ €350 million will be invested in societal impact projects (e.g. high-value-care initiatives, equity in transformative companies, education activities, etc.). A €350 million investment volume over eight years translates to ~ €44 million p.a. from 2028.

Activities and their planned revenues are described in the table below. Furthermore, key Business Creation activities are expected to break even by 2024. Revenue generation follows different business models, and the value proposition of the respected services is diverse.

Table 2: Business models			
Area	Business model	Planned Revenues (in €)	
1. Business Creation		2021/22	SA Target
Crowdfunding	Success fees paid by start-ups (1% on funds raised) and participation in “carried interest” in case of exits.	87,500	3,300,000
Bridgehead	Success fees (6%) paid by start-ups upon financial event (e.g., start-up achieves sales in target country).	20,000	
Gold Track Programme	Success fees paid by start-ups. Options on equity provided by start-ups (generating revenue for EIT Health upon liquidation).	1,934,000	
Venture Centre of Excellence	Participation in “finder’s fee” on investors attracted, share in management fee, share in success fees from start-ups.	800,000	
2. Education			
Education & Training	Fees paid by (professional) learners that participate in a programme. Service fees and/or transaction fees paid by users/beneficiaries of a platform (e.g., talent marketplace, start-up team skill screening).	395,000	618,750
3. Return on Investment			
Liquidation of assets	Options on equity provided by start-ups that receive a project grant. (Generating revenue for EIT Health upon liquidation.)	0	0
4. Return from Innovation Projects			
Fees from Innovation projects	Success fees / royalties paid by partners after completing a project. First success fees expected to come earlier than anticipated in the Strategic Agenda.	620'000	0
Fees from Innovation Projects	See above	44'275	0
Other projects (Incl. XKIC)	See above	147'000	0

The above-described revenue targets are in line with the planning in EIT Health’s Strategic Agenda. In the KIC’s Business Plan we expect to be able to co-fund part of our Business Creation and Education portfolio. Revenues are planned as a cofounding source accordingly.

In addition to the above EIT Health is relying on its membership fees as well as grant from other public donors such as the state of Bayern and Baden-Württemberg in Germany. The respective revenue targets are stated in Annex IV of the Business Plan.

With respect to Education, different models are being explored by working groups that involve the corporate sector and relevant stakeholders. For Degree Programmes, for example, outcomes and focus of new Degree Programmes are defined, with financial contribution to mobility and internships (Aalto model). For other instruments, two models are typically applied:

- A B2B model, whereby EIT Health engages in professionals' education, including approaching public/private sectors for training needs, developing bespoke learning and change journeys and outcome-based programmes. The Academy will be instrumental in realising this scheme during 2022.
- A B2C model, whereby the Academy platform becomes the single-entry point for all EIT Health education and health innovation training programmes and activities. There are two levels of engagement for partners and non-partners: level 1 is about sharing with the KIC all revenues generated by an activity funded by EIT; level 2 is about engaging in a commercial agreement in which the KIC distributes educational and training activities through its platform and shares revenue with the content owners. Examples include: the High Value Care Track, which is EIT Health owned, so 100% of revenues go to the KIC; and SciFi, which is Partner owned so level 1 sharing sees 30% of revenues going to EIT Health, while commercial negotiations will be held with partners or external providers to agree on percentages.

1.2 Methodology

The methodology below has been implemented to select the portfolio:

Step 1. The submission of each proposal followed a two-step-approach:

1. Activity leaders had to submit an Expression of Interest (EOI) on the Plaza submission system. EOIs were reviewed by the respective Regional Innovation Hub office on the basis of a proposal's strategic fit, as outlined in the Call document about specific activity types. Regional Innovation Hub offices communicated to activity leaders to recommend whether a complete proposal should be submitted or, in some cases, to group EOI's addressing similar topics to create a single complete proposal.
2. Activity leaders submitted a complete proposal on the Plaza submission system. The complete proposal form is an extension of the EOI. Eligibility results were communicated to activity leaders.

Step 2: All eligible proposals were evaluated according to selection criteria described for the main areas of Innovation, Education or Business Creation. The specific selection criteria varied, depending on the specific pathways within these areas, ensuring strategic outcomes were built into proposals at the design phase. The evaluation process involved the following stages:

1. Remote Evaluations: Each eligible proposal was evaluated by 4-5 external evaluators based on the criteria described in the relevant sections – Innovation, Education or Business Creation. Evaluators were instructed to check for conflict of interest and to inform the EIT Health Central Office, if necessary, before evaluation of the proposal proceeded. A maximum of 100 points was awarded by each evaluator during the remote evaluation. The final remote evaluation score was the average of all remote evaluators' scores. For Innovation projects, evaluators provided a dedicated evaluation of expected financial contribution to EIT Health, as well as health impact. Co-funding planned by partners also fed into selection. In addition, an extra stage of due diligence was in place for Start-up Amplifier instrument applicants.
2. The hearings were conducted by an Evaluation Panel for each pillar. The Evaluation Panel consisted of at least four external experts and was chaired by a member of the EIT Health Management Team, who facilitated but did not evaluate. Due to the pandemic, hearings were fully online. A maximum of 100 points was awarded by each evaluator. The final hearing score was the average of all hearing evaluator scores.

Step 3: Selection

Proposals were selected based on the following criteria:

- The score obtained by each proposal in the remote evaluations and in the hearings. The final score was calculated based on 25% of the remote evaluation score + 75% of the hearing score.
- Overall alignment with EIT Health Strategic Agenda, and per project type, as described in the following sections.
- Overall portfolio balance.
- The overall budget available, and the approved distribution of the anticipated EIT budget across the portfolio as approved by the EIT Health Supervisory Board.
- The maximum total EIT contribution for an EIT Health Associate Partner is €350,000 per year; for an External Project Partner this is €50,000 per year. These limits were enforced at the selection stage.
- Additional final selection criteria that apply to project type (as described in respective Call sections).

Step 4: Ethical, Legal and Social Issues (ELSI), including ethics in AI activities; compliance assessment

- For the 2021 Call, all Innovation proposals filled in an ELSI self-assessment form upon submission. For the 2022 Call, all proposals were required to complete this form. The form is aligned with the Horizon 2020 ethics self-assessment form and addresses a number of critical issues, including vulnerability and diversity of participants, etc.
- Before a funding decision was communicated to the selected projects, ELSI experts (specifically recruited for this task) reviewed the forms and flagged issues to EIT Health's Ethical, Legal and Social Issues (ELSI) Board. Conditional ELSI clearance was granted by the ELSI Board if the assessment revealed that one or more "ELSI requirements" should be implemented in the project deliverables before the agreement can be signed or during the project's lifetime. Conditions may include, for example: appointing an independent ethics advisor or ethics board (possibly with a task to report on compliance with ethics requirements); making an ethics check involving further information/documents; adjusting methodology, so as to comply with ethical principles and relevant legislation, etc. EIT Health regular project monitoring will include ELSI compliance checks to ensure that the conditions have been addressed. The ELSI Board may also express its veto of any projects presenting insurmountable ELSI compliance issues. ELSI Board recommendations are provided to the EIT Health Strategic Management Team to inform their decision about project selection.

Step 5: Approval of proposed Business Plan at Partner Assembly (9 September 2021)

Data on the portfolio selection process for 2021 and 2022			
Call Stage	Call BP2021	Call BP2022	Total BP2021/22
Count of Expressions of Interest (EOIs) submitted	550	357	907
Count of proposals submitted	304	158	462
Count of proposals rejected	255	128	383
Count of proposals approved (<i>i.e. selected</i>)	49	30	79
Approval rate (count of approved/count of submitted; as % rounded)	16%	19%	17%
Rejection rate (count of rejected/count of submitted; as % rounded)	84%	81%	83%

The selection and monitoring of activities projects, like all EIT Health activities are bound to comply with the EIT Health Conflict of Interest and Code of Conduct policy, which is published on our website and was updated in 2021. This policy also addresses fraud prevention.

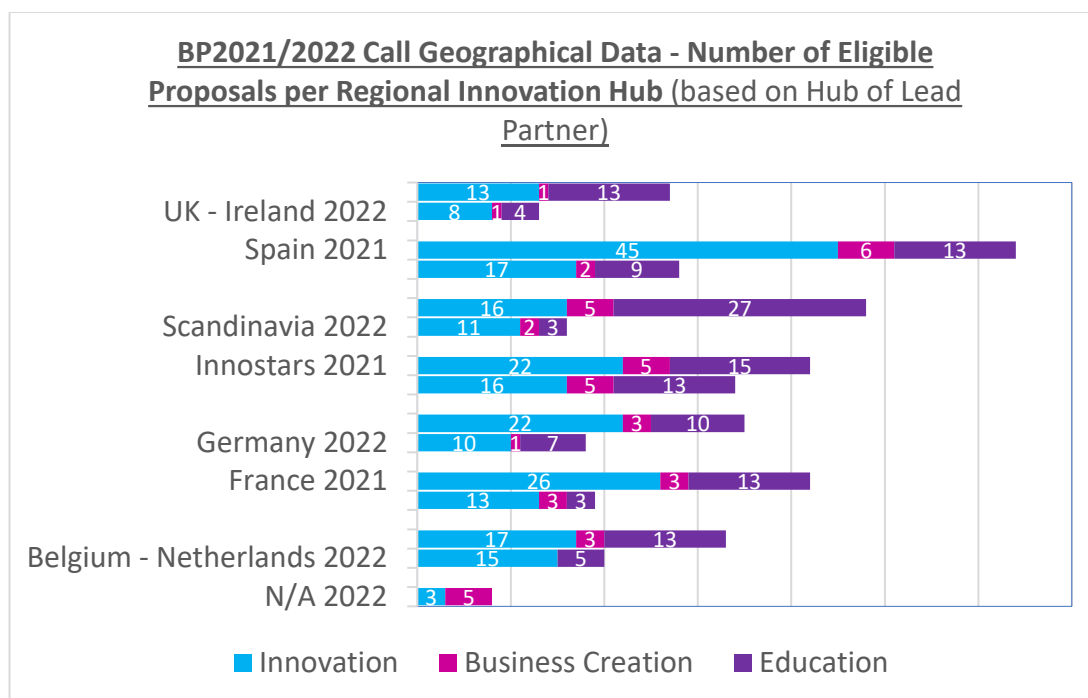
EIT Health's updated Strategic Agenda underlines that EIT Health will maintain a relatively high number of External Project Partners. While the composition may change year-on-year, our openness and low entry levels are emphasised. Our Business Plan 2022 Call for proposals was published on our website, in the Live Opportunities section, from publication of the Call until submission deadline, and also was disseminated to local/national stakeholders and promoted in Hub comms and engagement activities.

The Business Plan Call included a chapter (1.3, How to Participate) explaining our eagerness to welcome new Partners who can help us strengthen and extend our powerful network. Ways in which non-Partners can work with EIT Health are explained. Organisations that are not members of EIT Health can participate in proposals for this Call as External Project Partners, in project consortia that are led by Core or Associate Partners. It is also possible for non-members to be the main driver of a proposal through application to the EIT Health Start-up-Amplifier instrument. Start-ups that are accepted under that scheme can be lead-partners in Start-up-driven Innovation projects and receive up to €500,000 of support in exchange for options.

In Business Plan 2021, there were **171 new participants** (External Project Partners not previously registered with EIT Health), and we are seeing a very clear growth for the Business Plan 2022, with 241 of partner participants being new External Project Partners. (see the chart below on "Partnership distribution/data").

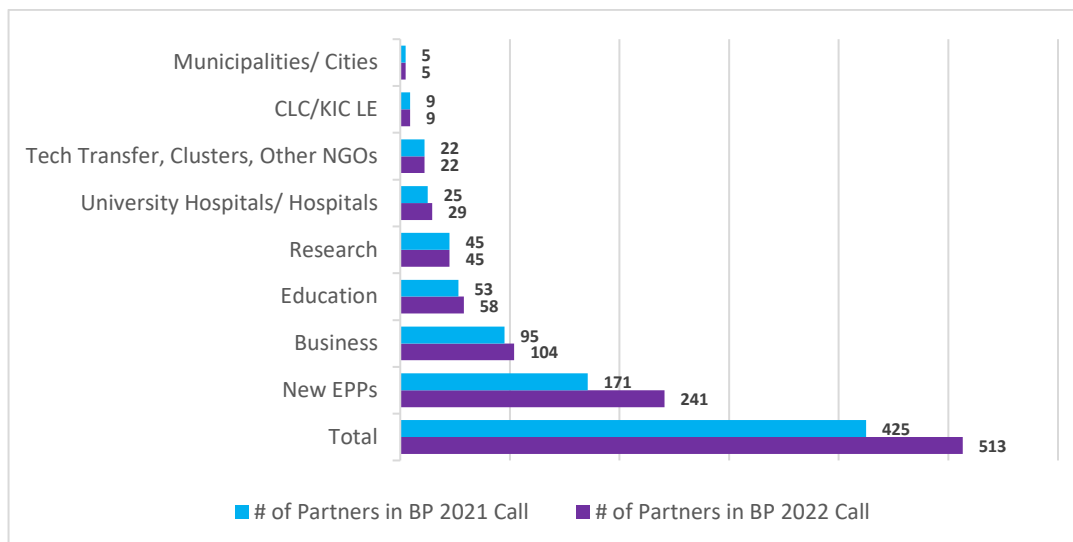
There are additional possibilities for start-ups outside of the Business Plan 2022 Calls: innovative start-ups can become part of our new Start-up Journey programme, which offers a wide range of support for every stage of a start-up's growth, from concept through international scale-out. Start-ups should refer to our separate Start-up Journey programme Calls, which will be published early in the year on our website in both 2021 and 2022. Start-ups and SMEs also were invited through our Regional Innovation Hubs to participate in our two Business Plan 2022 Call Matchmaking events, which were held online this time due to the pandemic, in November 2020 and February 2021. Partners joined to discuss how to collaborate and get involved in proposals for Business Plan 2022 and beyond. They also had the possibility to present themselves to our network in online sessions.

Regional Innovation Hub managers paid special attention to involving Payors as External Project Partners in Business Plan 2022 proposals, especially for the High Value Care stream.



Partnership distribution/data

NOTE: EPPs are External Project Partners.



EIT Health aims to develop and maintain a well-respected community of best-in-class Partners and other stakeholders that together can influence, shape and drive healthcare innovation between and across healthcare systems in Europe. EIT Health is pro-actively positioning itself as an open partnership that is EU- backed and open to all who share its goals and values and who have proper capabilities to contribute. To this end, we will define clear criteria for partner admittance and a scalable model that can accommodate a growing network of organisations, to create critical mass for activity and impact at the European, as well as regional level. We will formulate clear value propositions for members in this open partnership, including the vast collaboration possibilities at national/EU level, the diversity of the network and the engagement with policy makers and regulators. Applications for membership are processed quickly and transparently.

We will elaborate possible new membership fee models, to adopt in 2022 and start in 2023. The ambition is to change the fee model with the primary goal of facilitating easier entry into the EIT Health partnership. A base fee according to organisation type (SME, public, private) could be complemented with a variable fee component, which may be coupled to funding disbursed (from EIT or other sources) or other added-value services provided. It is not expected that the entire volume of fees will grow in the short-term. The first goal will be to maintain the same level of income with a different model that enables accelerated growth.

As part of the Organisational Transformation process in 2021, high-potential EIT Health teams are being created with shared goals operating effectively in a matrix organisation that spans the Central Office and Hubs, as well as key functions. We will develop teams that embrace diversity, share work effectively, are embedded locally and are connected across borders. With the renewal of several Supervisory Board (SB) members, and the appointment of three new independent members, EIT Health has achieved the target of having at least 50% of the SB consist of independent members before the end of 2021.

EIT Health's statutory documents are planned to be updated in Q1 2022, and the Partner Assembly also will vote on the future governance structure. Updates will include "Effective supervision or ownership" of entities with a CLC role (updated in AoA, 2.3.6). The SB is defining the approach and process of how this requirement will be discussed and implemented. Discussions also involve the Local SBs. Partners will be kept informed, and decisions on legal statutory changes will be brought for vote in the Partner Assembly. Our ambitious goal is to reach an agreement on our future structure in the coming months at Management and SB level with the Partner Assembly voting in Q1 2022 as requested by EIT. Legal and operational implementation would commence thereafter.

Nonetheless, our current Organisational Transformation already is making progress towards more efficient organisation and a stronger alignment between the KIC LE, Regional Innovation Hubs and InnoStars. Part of the additional funding for 2022 has been allocated to accelerate a governance structure transition towards integrating more strongly the eight Hubs and the Central Office, to provide better control, enhance collaboration, and raise efficiency. This integration includes: legal integration (e.g. adaptation of legal structures on the local and central level to implement efficient governance); cultural integration (e.g. leadership training, team building and corporate culture alignment); and operational integration (e.g. joint processes and tools across the whole organisation with a focus on HR, Finance and IT).

The Hubs have a critical role in the KIC. The Hub Managing Directors have specific and shared goals and are part of the Strategic Management Team. Indicators that are included in the measurement of Hubs' performance include: #of start-ups/learners attracted from the region, communication/media output, quality of start-up pipeline, Net Promoter Scores, Partner feedback, Partnership expansion in defined areas, employee retention and satisfaction, and attraction of funding.

We are working to obtain other sources of funding from public budgets and are confident of achieving the Strategic Agenda targets. For example, the new EIT Health Hub in Austria will receive about €450,000 p.a. until 2026 in local funding, to support local operations. This is a major success and underlines Member State commitment and support to EIT Health activities.

In line with the citizen science dimension of Open Science, EIT Health recognises involvement of citizens and patients in the health innovation pathway as essential to achieving our mission and delivering societal impact. For this reason, in addition to a highly integrated and inclusive partnership model (~ 150 partner organisations and institutions from academia, business, research and healthcare delivery) designed to leverage the innovation potential of society as a whole, EIT Health promotes contributions of citizens and patients as co-designers and co-creators (see BP 2022 Call requirements) and pursues relationships with European civil society organisations (e.g.

European Patients Forum and BioMed Alliance). In BP 2021-2022 we directly involve 3,778 patients and citizens; however, the complete amount will only be measured at the reporting stage.

When it comes to open access to research results, the following actions are taken to ensure open sharing:

- KPI on number of publications accepted for publication is made available to the projects to report on.
- Issues of dissemination and sharing of scientific results are touched upon in the monitoring process.
- In High Value Care projects, a special focus is put on systematic data capture, transparent outcome comparison across providers, and creation of learning communities to further disseminate and replicate results. Additionally, generation of national and federated network registries is welcome in the projects.
- A strategic initiative of High Value Care Forum features the use cases of successful implementation of HVC initiatives, that can be used as blueprints for other institutions.

The following projects in the Innovation portfolio focus on open science issues:

- EHR2EDC (2018-2019) – develops InSite™, a clinical research technology platform to facilitate secondary use of hospital EHR data that can improve the efficiency of medical research, including research involving real world data.
- EICHO (2019-2021) – supports development of EchOpen, an affordable ultrasound device that plugs into an ordinary smartphone, providing medical professionals universal access to diagnostic imaging. Built in full open source by an international community of almost 500 people, this probe will become the stethoscope of our modern times.
- HARMONICS (2022-2024) – focuses on implementing a high value care model for effective value creation throughout the stroke care pathway. The project will benchmark best practices and clinical results to ensure optimal stroke outcomes, propose innovative value-based payment models, enhance efficiency of healthcare systems at regional level and improve patient value perception and quality of life.

The proposed activities contribute to the achievement of widespread, demonstrable socio-economic improvements to society. For this reason, special consideration has been given to societal impact:

- Involvement of citizens and patients in co-creation of activities, and outreach to citizens and patients with information and knowledge generated by or about activities.
- Outcomes that matter most to citizens and patients, aiming beyond the clinical end points, to account for patients' symptom burden, the functional impact of a treatment and health-related quality of life.
- Compliance with ethical, legal and social principles, such as diversity of participants, consideration of gender differences in research and innovation and the need for accessibility of digital and physical spaces for people with disabilities.

Gender dimension

EIT Health is committed to gender mainstreaming of its activities with a gender responsive portfolio (encompassing education, entrepreneurship and innovation activities) and balanced gender representation in staff and decision-making positions to create a fully inclusive innovation ecosystem. Efforts in this area include:

- An EIT Health Gender Mainstreaming Policy, to be adopted by end of 2021, outlining general goals, objectives and approach, as well as the organisational arrangements for implementation of the policy.
- A Gender Mainstreaming Action Plan will define a shorter-time horizon for implementation of the policy, committing to a set of concrete steps undertaken on the basis of sufficient gender data and analysis. This Action Plan will include: 1) an impact assessment and audits of procedures and practices

to identify gender bias; 2) innovative strategies to correct any bias; 3) targets and progress monitoring based on indicators.

Likewise, the call proposal forms for all pillars now systematically include an ELSI self-assessment form which questions projects also about gender balance.

In addition, Business Plan 2021-22 includes activities directly targeting women e.g.:

- Innovation Project: Smart Ultrasound in OB/GYN project, targeting ultrasound technology in obstetrics/gynaecology settings, running in both Business Plan 2021 and 2022.
- Innovation Project: Be RIGHT with breast cancer risk management (BRIGHT).
- Business Creation Project: Women Entrepreneurship Bootcamp.

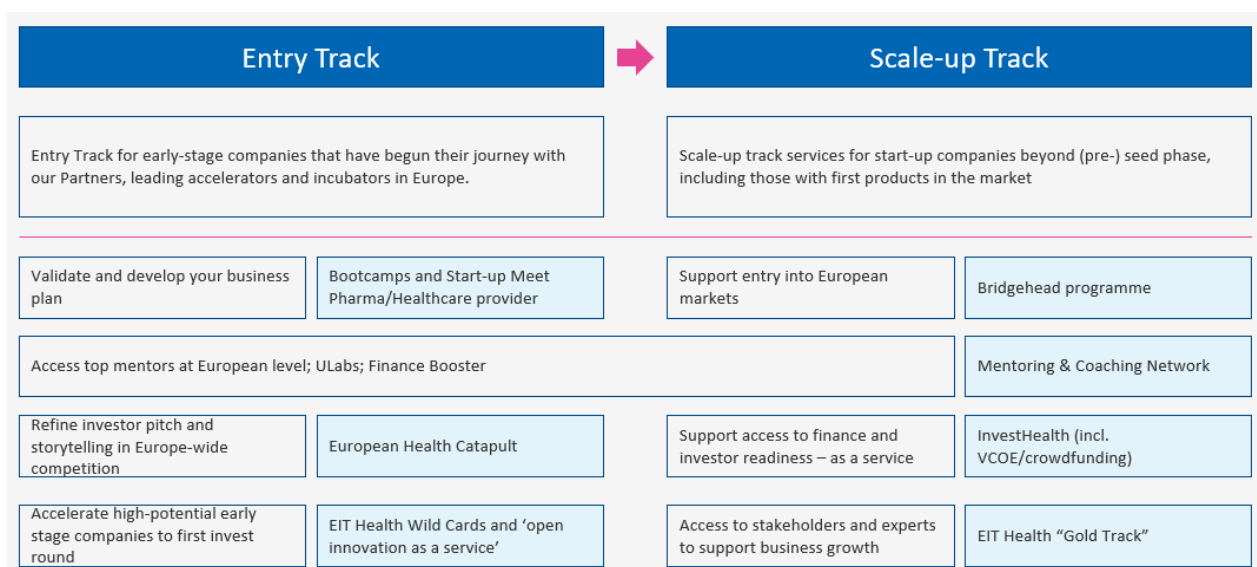
2. Impact

2.1 KIC's pathways towards impact

Business Creation pathways

Funding, expertise, resources, and contacts are all vital in contributing to the potential success of healthcare start-ups and their ability to scale. We are building a start-up journey in the Business Creation Work Package that will have pan-European impact for EU start-ups and entrepreneurs. By focusing activities in two connected entrepreneurial tracks (Entry Track, Scale-up Track) and establishing a financial entity providing business services to investment activities, we aspire to be a one-stop service point for top healthcare start-ups.

- Business Creation activities will be dedicated to maximising entrepreneurial environment and deal flow attraction through programmes in the Entry Track. One example is the venture-building open innovation programme “Wild Card”, attracting and nurturing early-stage ideas and individuals to validate their innovative solutions with a rigorous and highly competitive six-month training and selection process, resulting in two committed and newly formed healthcare start-ups with EIT Health support. In 2021, in cross-pillar collaboration with Education, we have started development of an online course on healthcare entrepreneurship which will be a mandatory element of several programmes starting in 2022.
- Based on our Wild Card experience, we have started in 2021 to break new ground by establishing first collaborations with corporate partners where EIT Health, as a service provider, delivers bespoke Open Innovation programmes developed for and in collaboration with the client. Such programmes constitute a source of revenue for EIT Health and build on in-house expertise and the unique value proposition of EIT Health as a strong pan-European network.
- Beyond the Entry Track, the Scale-up Track will become an important avenue for financial contribution to EIT Health. “Venture Centre of Excellence”, “Gold Track” and “Bridgehead” are programmes that will only be available for selected top innovators, focusing on supporting start-ups in a more mature stage and are expecting significant growth in different markets or investment opportunities.
- Finally, we established “Invest Health”, a business services company fully owned by EIT Health e.V., which will consolidate all the experience and learnings to unlock further investment and business opportunities.



The following are potential risks that could lead to underperformance, and our plans to mitigate those risks:

- Budget cuts: This directly impacts our capacity to deliver and will affect future revenue planning. To remain ambitious, we are developing financial sustainability mechanisms in each programme, and we also need to rely on the expertise of our team, who can adapt to changes and maximise performance.
- Travel restrictions: The COVID-19 pandemic disrupted the way we work as a pan-European organisation and may impact the support we give to start-ups. With reduced face-to-face meetings and activities, some support we provide will not be as impactful as in-person engagements. While we have successfully moved some important parts of our plan online (ex. hackathon for Wild Cards), with the gradual opening in Europe, we may be able to plan activities under new hygiene regulations and still carry them out in person.
- Increased competition: Even though 2020 turned out to be a great year for venture investing, the high focus on healthcare-related companies inevitably created more competition for our programmes. We are already leveraging synergy through cross-pillar and cross-KIC activities to create a unique offering for our stakeholders, as described above.
- Increasing monitoring/reporting requirements: This will result in more administrative burdens, both internally and externally. We are already developing an online platform that streamlines the process from application to reporting, to win more time, which we can spend to engage stakeholders and companies.

Education pathways

The EIT Health Education & Training portfolio from 2021 onward is structured into two pathways, thus in full alignment with the Strategic Agenda, namely the Entrepreneurship Pathway and the Professionals Pathway.

- The Entrepreneurship Pathway aims to support individuals from higher education all the way to entrepreneurship entry and scale-up tracks. This pathway includes a Track for Higher Education and Students Journey such as Degree Programmes, Innovation Days and Summer Schools. The Fellowship track under development seeks to deliver EIT Fellowship activities, with a particular focus on clinical immersion. The Entrepreneurs Track focuses on specific competences needed for the successful entrepreneurship journey (for example, finance booster, IP, etc.) The expected outcome and impact are increased numbers of jobs created and start-up creation.
- For Labelled Degree Programmes: During 2021, a working group was created with partners and non-partners, and staff from all pillars, to consider the Degree Programmes. The objective was to formulate future EIT Health Degree Programmes with a view to submitting the concept to EIT during autumn or winter of 2021, ahead of launching a call for proposals in the spring of 2022. Thus, new and improved Degree Programmes with a focus on Innovation and Entrepreneurship will see their first graduates in 2024, boosting the number of start-ups created. In addition, during 2022, EIT Health will explore EIT Fellowship and Certification, thereby complementing the EIT Labelled education and boosting the number of labelled graduates and participants.
- The Professionals Pathway focuses on systems change and societal impact. Three Tracks are available as follows. High Value Care Track, with activities designed to implement and support High Value Care and quality and performance improvement in healthcare organisations. The second Track focuses on future-proofing healthcare professionals and members of the workforce as well as the general population. The last track is dedicated to upskilling and reskilling professionals in the space of AI and Digital Skills.
- We will support partners to engage in innovative education delivery/facilitation, as well as innovative and respectful collaboration models for enhanced multi-disciplinary collaborations, including with non-

partners – to reinforce citizens engagement and subsequently the number of citizens and patients benefitting from learning outcomes.

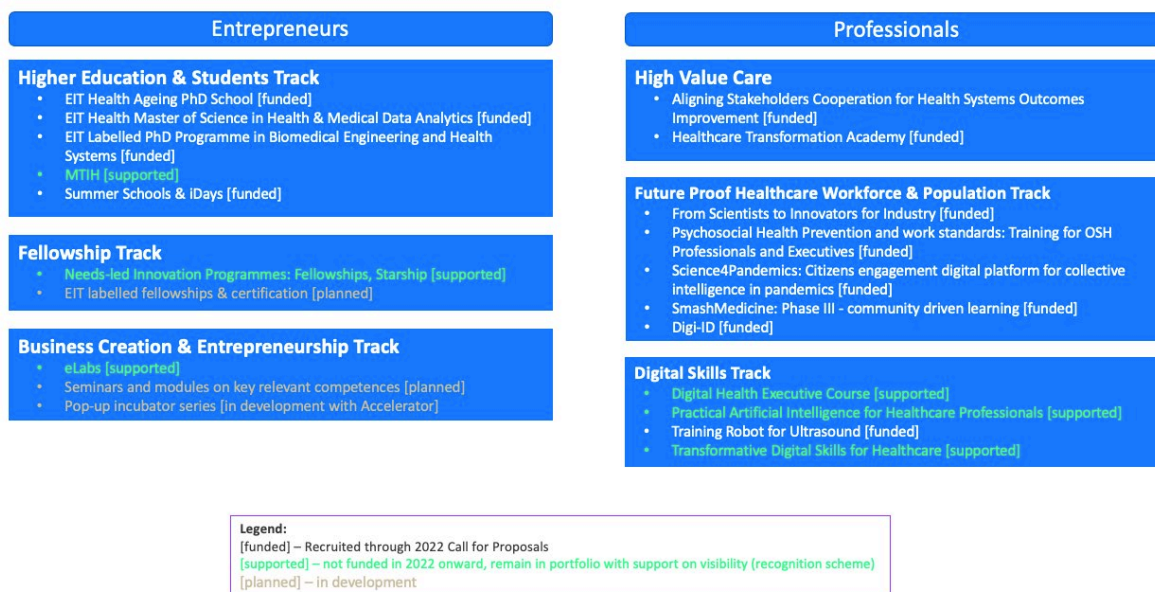


Figure: Education as a transdisciplinary catalyst– example from the 2022 selection

Innovation pathways

As already mentioned, (cf. Section 1.1) a robust and structured selection process for Innovation projects will guarantee a focus on excellence and strategic fit, implementation, impact and sustainability. Throughout the process (e.g. preparation of a proposal) assistance is given through the Support Programmes and support from Regional Innovation Hubs. Special support and guidance is provided for the new High Value Care projects. For the Start-up Amplifier Instrument, due diligence and valuation of start-ups ensure fair investment conditions.

The following, in order of importance, are potential risks that might lead to underperformance, the KPIs that may be impacted and our proposed mitigation measures.

- Seven of eight projects initially set to start in 2021 will start in 2022, due to budget cuts, causing underperformance in KPIs (especially in Marketed/Tested innovations, and Citizens and patients that benefitted from products and services). Mitigation: We will see if this KPI can be met by other pillars.
- Ambiguity around the UK and Switzerland's accession to Horizon Europe jeopardises progress of the projects for which partners from these countries take key roles (e.g., clinical partners). Mitigation: Regional Hubs work with projects to find alternative funding or substitute partners from other countries.
- COVID-19 still hinders progress of clinical trials (ethical approvals, recruitment etc.). This especially impacts on three KPIs: Marketed/Tested innovations, Innovations launched on the market, and Citizens and patients that benefitted from products and services. Mitigation: each KAVA accelerates other aspects of a project, if possible, while waiting for the approvals/end of the recruitment.
- Transition from Medical Device Directive to Medical Device Regulation, leading to delayed regulatory approvals, additional requirements for clinical proofs, etc. This impacts two KPIs: Innovations launched

on the market and Citizens and patients that benefitted from products and services. Mitigation: plan as soon as possible for these changes, Regional Hubs provide webinars training partners on the new MDR.

- Innovation projects focus on top established start-ups and invest in them through Start-up Amplifier. Therefore, there is no focus on creating new start-ups within the framework of a project. Impact on KPI: Start-ups created from innovation. Mitigation: focus on top established start-ups and invest in them through Start-up Amplifier.

With respect to impact indicators (cf. table below) it should be noted that the cumulative targets set in the SA (second column) reflect figures **after the impact studies** (taking place in 2024 and 2027) while targets in Business Plan 2021-2022 (third column) reflect figures **before these impact studies**. They may therefore not be compared (for most indicators). As an example, the “number of citizens and patients benefitting” in the Business Plan reflects those who directly benefit, e.g., by being direct beneficiaries of the partners involved in a project – while the “number of citizens and patients benefitting” in the SA also includes (well-underpinned) impact study extrapolations, which also cover those who are beneficiaries of other stakeholders (e.g., hospitals in the EIT Health partnership that adopt the solution at a later stage). Taking this further work into account, we can confirm that we are currently on track to achieve all impact targets set by the SA.

It may be noted that two impact indicators (namely: #Products/services launched; and; #Prof/graduates completing training/education programme) have not been included here, upon specific request by EIT (mail from EIT Director on 22/04/21), as those were considered to be short to medium-term KPIs.

BP2021-2022 pathways to impact					
Impact Indicators	Post-impact study Cumulative target for end 2022 (SA)	Pre-impact study Targets to be achieved by BP2021-2022	Method of calculation (estimation)	Scale	Significance
# Citizens and patients involved in seeking solutions for multi-morbid and chronic conditions (societal)	12,800	12,800	On average 40 projects per year, 80 people per project.	Pan-Europe	High. Tackles one of the biggest threats to citizen well-being.
# Citizens and patients benefitting from EIT Health products and services (societal)	0.25 Million (0.05 Million citizens + 0.2 Million patients)	79,546	Some 17 million patients are reached on a yearly basis by EIT Health partners. Focus areas limit the potential reach of projects to 10% of this target group. Targets to be achieved assume a success rate of 50% in reaching out to this sub-group.	Pan-Europe	High. Pushes needs-driven innovation, raises healthcare awareness and encourages knowledge sharing.

# upscaled projects that strengthen healthcare systems through (cost) efficiency gains and/or by improving the individual experience of care	6	1	System & Organisation + High-value-Care projects starting from BP2021, on average 1-3 projects per year.	Pan-Europe	High. Speeds up change and adaptation for healthcare systems.
# upscaled projects that make healthcare more agile through structured (digitised) processes	23	25	European Health Catapult start-ups + innovation projects, focusing on digital health.	Pan-Europe	High. Encourages digitisation of healthcare systems and workflows.
# New jobs or employment created in new businesses	760	10 (=5 per year from Gold Track)	One job created per €500,000 investment attracted + 2 new jobs for each Start-up Amplifier project + Wild Card jobs (approx. 10-16 new jobs per year for all start-ups) + Bridgehead Jobs (30% of selected start-ups increase 1 FTE)	Pan-Europe	New jobs created; contributes to speed of innovation uptake
# New jobs or employment created, sustained, reformulated or upgraded in existing businesses	49	14 (=7 per year from Wild Cards) 12 (Innovation)	Approximately seven jobs created in existing businesses per year.	Pan-Europe	New jobs created; contributes to critical mass of innovation uptake
# Solutions / products / services that achieve multi-country implementation / market entry / scaling	54 (14 industry + 40 start-ups)	10 (from Bridgehead) 14 (Innovation)	Innovation: Approximately 25% of all products/services launched on the market + Accelerator (Bridgehead – 40, 78 and 132): counting cumulatively 8 start-ups in 2018, 31 in 2019, 50 in 2020, and 40 from then onwards. Conservative assumptions (validated through interviews) are that 15% achieve market penetration in year +1 from programme start, 20% in year +2 and 10% in year +3.	Global	Solutions implemented in multiple countries; contributes to a more unified health market
€ Investment attracted by start-ups and scale-ups supported by KICs	€343 million	€343 million		Pan-Europe	Investment – including to roll out innovations into routine care and reimbursement schemes – safeguards changes to be effective and lasting.

Table 2.1 List of KPIs			
EIT area	EIT KPI	Target	Indicate WP(s)
Innovation	Innovations designed or tested	43	WP 1, WP3, WP4, WP6
	Innovations launched on the market	35	WP 1, WP2, WP3, WP6
Business Creation	Start-ups and scale-ups supported by KICs	414	WP1, WP3, WP4, WP6
	Start-ups created	8	WP1, WP3
	Start-ups created by students enrolled and graduates from EIT-labelled MSc and PhD programmes	8	WP2
	Investment attracted by KIC-supported start-ups and scale-ups	€353 million	WP1, WP2, WP3, WP4
Education	Graduates from EIT-labelled MSc and PhD programmes	150	WP2
	Participants in non-labelled education and training	17,116	WP2, WP4
	Students and graduates from EIT Labelled MSc and PhD programmes who joined start-ups	14	WP2
Knowledge Triangle Integration / Developing innovation ecosystems	Active partners collaborating in the KIC	1,120	WP5
	Number of higher education institutions involved in EIT and KICs activities	40	WP2
Leveraging investments in R&I	Financial sustainability	€25 million	WP5
	KICs co-funding rate and total amount	25%	WP5
	Budget consumption of KICs	100	WP5
	Error rate of KICs	0	WP5
Additional HEI Initiative-specific indicators	Number of new and/or improved support structures and mechanisms (e.g., testbeds, units, programmes, spaces, infrastructures, etc.) established within or mobilized by the HEIs participating in the HEI Capacity Building Initiative	No target	Implemented via the separate HEI proposal, reported by WP5
	Number of new partnerships established as a result of the HEI Capacity Building Initiative	No target	Implemented via the separate HEI proposal, reported by WP5
Additional RIS-specific indicators	Number of organisations from RIS countries that attracted funding from ESIF (in line with Smart Specialisation Strategies) with support from KICs, and the amount of funding attracted	No target	WP4
	Number of new CLCs and RIS Hubs established in RIS countries	No target	WP4

	Number of new and established KIC Partners from RIS countries	No target	WP4
Societal Impact	EIT grant invested in climate action, biodiversity, clean air, digital transformation, health, sustainable development	No target	WP1-6
	Impact of KICs on achieving Sustainable Development Goals	No target	WP1-6
Horizontal indicators	# Success stories presented by KICs to the EIT	20	WP5
	# Good practices and lessons learnt identified and codified by the KIC	No target	WP1-6
	# Results, lessons learnt, and good practices disseminated by the KIC through appropriate means (e.g., publications, online repositories, fact sheets, targeted workshops etc.)	No target	WP1-6
	# Dissemination and communication activities of the KIC and # people reached through these activities	No target	WP1-6
*Additional indicators for Communication and Dissemination	Number of social media followers	5000	WP5
	Digital platform engagement (website)	70,000	WP5
	Number of non-EIT Health events/fairs/conferences where EIT Health partners are presenting	3	WP5
	Meetings and other relevant interactions with Brussels level / pan EU relevant actors	20	WP5
	Number of publications or articles accepted for publication or published (eg, reports (policy_ think tank)	2	WP5
	Number of professionals trained (education marketing)	500	WP5
	Programme Attractiveness and Demand	160	WP5
	Number of non-EIT Health events/fairs/conferences where EIT Health partners are presenting (alumni)	10	WP5
	Number of participants registered to the Alumni Network.	800	WP5

*Note: * Incorporate separate KAVAs for Communications (external and internal), Events, Public Affairs and Stakeholder Relations, Think Tank Programme Marketing and Alumni network. Please note these targets are not in the SA. Numerous additional 'internal' KPIs are also defined and monitored, such as reporting of website data (e.g., unique visits, website views) using Google Analytics or similar software, social media engagement measures(impressions), unique authorship, media outreach – number of outlets/media impressions, reach, share of voice, more comprehensive evaluation of events (number of delegates to annual Summit) etc. This data will be reported in the Monitoring Deliverable for this WP(see table 3.1c).*

2.2 Measures to maximise impact: Communications, dissemination and exploitation, stakeholder engagement, and EIT RIS

EIT Health branding will continue to be closely aligned with the EIT Community brand. Continued efforts to ensure branding requirements are met across the board include training, updated guidance materials and standardization of processes. Branding support, including a comprehensive branding book, is provided to all activity leads and start-ups and is easily accessible and on the Intranet. Business Plan activities receive a branding briefing and monitoring/reporting in close collaboration with the Project Management Office.

Additionally, EIT Health aligns with and supports relevant activity within the wider “EIT family” (such as the EIT Awards) to enhance the groundswell of visibility for EIT, the community and EIT Health. For such milestones, EIT Health engages with EIT to contribute towards dissemination.

Communications and dissemination (C&D), a vital component in achieving EIT Health’s ambitions, is integrated effectively in all strategies and operations of the organisation. C&D build visibility among numerous and diverse stakeholders, raising awareness and understanding of EIT Health and its value to society. A defined set of methods and tools drive effective engagement with key audiences in both the external domain – EIT Health “enablers” alongside the EIT Health community – and our “internal” audiences, including partners and those who sit in the broader network, such as members of the Alumni community, start-ups and investors.

The C&D activity that will be accomplished comprises a multi-channel and multi-audience calendar of communications tactics to be delivered throughout 2021 and 2022 against SMART objectives, including:

Media:

The media workplan aims to continue to raise the profile and share of voice of EIT Health amongst key consumer, business, medical and trade publications, to ensure high visibility of the organisation, generate understanding of our role in healthcare innovation, secure recognition of value generated by the EIT Health community, and recognition of us as thought leaders. The media workplan for 2021 and 2022 will consist of the following:

- Pan-EU, proactive media-strategy development, including targets, content, campaigns and opportunities to engage the media (i.e. milestones reached by EIT Health projects, such as a CE marking, events, disease awareness days like World Cancer Day), and KPIs.
- Development and delivery of materials to engage the media, such as press releases, feature articles, opinion editorials (often involving partner organisations), and backgrounders.
- Media outreach, including dissemination of materials, meetings and interviews.
- Media scanning and issues management, including media monitoring, responding to issues raised in the media, and protecting the reputation of the organisation as required (i.e. correcting inaccurate information or balancing out negative stories).
- Reactive media relations, including responding to enquiries on behalf of EIT Health.
- Briefing and support for defined EIT Health spokespeople, including management of interviews, development of briefing materials and liaison with the media.
- Support for RIHs in local activation of the media strategy, including sharing the central plan and providing editable or template materials that can be rolled out locally.
- Evaluation and reporting, including monthly central and cross RIH/InnoStars reports to track media coverage.

Digital platforms:

Management of EIT Health website and social media channels drive a high degree of (external) audience engagement. Digital platforms also include the newly refreshed “Connections 2.0” Intranet, primarily used to engage with Partners and other members of the network. The digital platforms are our core channels of representation to key audiences, and the workplan covers:

- technical management of channels;
- development of materials to be shared via all channels;
- acquisition methods to drive traffic to the website and followers across social media;
- engagement methods to drive engagement with content on social media;
- support for pillars and RIHs relating to content to be shared via central channels;
- evaluation and reporting including monthly analytics and quarterly dashboard.

Thought leadership:

Communications and dissemination relating to the outputs of the EIT Health Think Tank provide a platform for thought leadership in the dynamic and evolving healthcare landscape. Thought leadership covers communications materials intended for diverse external audiences, such as adaptations of Think Tank reports, videos and infographics, and specific content for the website and other channels, including opinion editorials, social media takeovers etc.

Value:

Activity to demonstrate the value our organisation brings to the community, including patients and citizens. This activity includes the continuation of the existing Spotlight campaign, which is a video-led campaign to articulate how solutions produced within the EIT Health community are meeting a clinical/patient need and driving positive societal impact. Spotlight is a multichannel campaign: it spans the EIT Health website and social media channels is presented at events and meetings, and is used generally as a corporate communications asset to “bring to life” the EIT Health community.

Materials:

Corporate materials, such as company brochure, core slide deck and message house, will be revisited as relevant, to ensure up-to-date, strong and cohesive representation of the organisation externally.

Measurable KPIs include, inter alia, monitoring and reporting of website data (e.g., unique visits) – using Google Analytics or similar software, social media “followers” numbers, media outreach, number of outlets/media impressions, share of voice, evaluation of events (number of delegates to annual Summit), etc.

To support the efforts undertaken by each activity for C&D, the EIT Health Communications Team have defined and implemented a process to identify relevant communications stories, such as results and outcomes, milestones achieved, publications, etc. EIT Health Communications carefully curates the most compelling examples to communicate across organisational channels. As appropriate, multimedia and multichannel approaches are now routinely adopted, i.e., dependent on milestone, dissemination will include a mix of media engagement, (external and internal) spokesperson preparation, website news article, social media content, internal/partner newsletter, and inclusion in an external or internal event. This overarching process will be revisited across the central and RIH communications teams, to further improve our ability to identify, develop and share relevant stories across our channels and materials. The existing process, and improvements will facilitate:

- Integration of the communications teams into high strategic priority initiatives (such as ‘WorkInHealth’) to facilitate external positioning and planning of communications to both broad and targeted audiences.
- Integration of regional communications teams into regional projects and supported start-up networks, to identify milestones and results of high communications value at the appropriate time to facilitate EIT Health sharing of supported activities.
- Close collaboration with the central marketing team, the communications teams within all regions and other relevant teams, to drive greater alignment and opportunity spotting of newsworthy stories.
- Integration of the communications team with partners and other stakeholders, to identify thought leadership opportunities and spokespeople who can add to the commentary available to EIT Health.
- In addition to the measurable targets listed in table 2.1, there are also “internal” targets, listed in the table below.

Table 2.2. preliminary list of expected results for dissemination from the BP2021/22 Portfolio		
Area	Results	Good Practices
Innovation	<ul style="list-style-type: none"> • Investment attracted by start-ups in Innovation projects • CE Markings obtained • Data published • Scientific Reports published • Implementation of high-value approaches, as well as marketed innovations in healthcare systems • New partnerships and collaborations 	HVC – library of cases, summarising the best practices of implementing new innovation pathways focused on measuring and maximising patient outcomes in various healthcare systems.
Business Creation	Investment Attracted Awards and other high-profile accolades	<ul style="list-style-type: none"> • On social media: Investment attracted by our portfolio companies are curated into a new monthly series utilising the Dealroom platform to celebrate the start-ups that have raised impressive funds in the previous month. • European Health Catapult is selecting start-ups across Europe and promoted regionally in each Regional Innovation Hub. Finalists are invited to EIT Health Summit to pitch in front of investors.
Education	<ul style="list-style-type: none"> • EIT Health Academy – Pathways • Professionals adopting HVC practice • How to bridge the gap among the graduate stage and the action to become innovator/entrepreneur • Awards and other high-profile accolades 	<ul style="list-style-type: none"> • Navigable learning pathways on EIT Health Academy. • HVC: professionals declaring change in practice (assessment). • Mindset creation for the entrepreneurial intentions to shift and increase (assessment). • Showcasing best practices and success stories from EIT Health labelled degree programmes.

Stakeholder Engagement (Public Affairs, Stakeholder Relations and EIT Health Think Tank):

As a result of the procurement in 2021 of a public affairs agency to support on strategy and implementation, as well as the addition of Public Affairs and Stakeholder Relations Leads in each RIH, interactions with EU and Member State-level policy makers will “ramp up” under an aligned organisational strategy. This strategy will be designed to showcase how EIT Health is contributing to meeting health policy priorities while raising awareness among key actors, to identify opportunities for additional funding. EIT Health will continue to position itself more strongly and collaboratively at the European and regional level, e.g. by contributing: knowledge and insights from within the partnership (as was done in 2021 for the development of the legislative framework for the European Health Data Space), infrastructure, test beds, External Project Partners, or co-funding. The Think Tank also will continue to offer an additional platform for engagement with external pan-EU and national-level subject-matter experts and opinion leaders.

At policy level, EIT Health develops synergies to increase impact and ensure broad relevance and added value of its programmes and activities. Examples include our ongoing dialogue with the European Commission DGs, as well as the exchange with the EMA, WHO and other relevant stakeholders, to further efforts such as the development of our Think Tank Report on “Healthcare System Resilience”. Due to be launched in 2022, the report outlines policy recommendations for successful transformation of healthcare systems to more sustainable models. The report involved diverse input, including from civil society organisations (European Heart Network; BioMed Alliance; International Alliance of Patient Organisations), the OECD and LSE. Public Affairs and Think Tank activities in 2022 are expected to touch on topics with critical policy relevance in 2022 – for example the regulatory process applicable to digital health applications (DiGa) and the possible creation of an Important Projects of Common European Interest (IPCEI) in health.

Strategic alliances connect EIT Health with like-minded organisations for achievement of common objectives and creation of new, mutually beneficial value. In 2021, a two-year Memorandum of Understanding was signed with the Alliance for Biomedical Research (BioMed Alliance), the already constructive collaboration with the European Patients’ Forum was deepened, and new collaborations have been explored. For example, new cooperation with The Value Institute for Health and Care is resulting in shared activities across the organisation, such as the “Redefining Healthcare Summit” in Q2 2022 and potential joint trainings provided through the EIT Health Academy. These stakeholder engagement activities will be enhanced in 2022, strengthening existing ties and establishing relationships of relevance for EIT Health Pillars (e.g. Pact for Skills for Education; Allied for Start Ups for Business Creation; European Alliance for Value in Health for Innovation and High-Value Care).

Operationally, EIT Health will continue to pursue synergies with organisations that share our goals. Current examples include our collaboration with the European Investment Fund (EIF) on the Venture Centre of Excellence (VCoE), and with the EIC through the EIC/EIT pilot. Further opportunities lie with relevant European partnerships under Horizon Europe, including the Innovative Health Initiative (an ongoing dialogue with the European Federation of Pharmaceutical Associations) and Transforming Health and Care Systems.

In addition, EIT Health will contribute to thematically relevant Horizon Europe programmes, e.g. KSO 6 (“Enhancing the health, and well-being of all citizens and tackling inequalities”) and KSO 8 (“Shaping technologies and innovations that work for people”), as well as the Horizon Europe Mission, Beating Cancer Action Plan. EIT Health will also continue to explore collaborations with other EU programmes and instruments, such as EU4Health, national Recovery and Resilience Plans, and Pact for Skills, around digital training for Healthcare Professionals. In 2021, four new project proposals were submitted under Horizon 2020 and two were submitted under Erasmus+. In addition, we will pursue the formalisation of relevant European Partnerships in Horizon European healthcare cluster 2 (e.g., Innovative Healthcare Initiative, Transformation of Healthcare Systems) and

InvestEU. Continuous exchange is envisaged on the strategic agendas and working programmes with relevant EC DGs, such as DG Research and innovation, DG EAC, DG Connect and DG Sante, via the well-established bi-annual Strategic Advisory Group meeting (planned in February and October 2022). The group's main purpose is to identify concrete collaboration opportunities, building on synergies among existing initiatives and seeking to impact health innovation and health policy. Ongoing touchpoints will be established throughout the year, continuing with a meetings programme with key actors from within the Commission as well as engagement and contribution to the new trio for the presidency of the Council of the EU. We will continue to leverage involvement in groups and work programming at the EU level, such as membership of DG CNCT and DG Sante's e-Health Stakeholder Group, to drive the digital transformation of healthcare across the EU.

EIT Health also plans to contribute to healthcare policy making by engaging with members of the network to pull together Real-World Evidence, providing EU actors with insights and experiences around bringing innovative products and services to market and/or reflecting the dynamics and trends in healthcare delivery (in a similar fashion to the report developed in 2021 to support the European Health Data Space). This knowledge creation, generated through the partnership, is supplemented by interactions and inputs from other subject matter experts, providing opportunities for publishing and disseminating findings, policy recommendations and calls to action.

A comprehensive stakeholder mapping, including the contribution to the EU meetings calendar/tracker, is maintained, to ensure the latest view on our most relevant stakeholders. Activity will be focused on a full and comprehensive meetings programme, participation in relevant healthcare, research and innovation events, and other networking opportunities. A quarterly "Public Affairs" newsletter vehicle, initiated in 2020, provides relevant organisational updates to carefully selected recipients. As in 2021, EIT Health will contribute to public consultations and develop relevant materials, such as positioning papers and briefing documents, presenting them at meetings or disseminating them with communications support.

EIT RIS

EIT RIS is one of our flagship programmes. Regarding specific RIS activities planned, please refer to section 3.1, Work package number 4. The RIS Innovation Call plays a significant role in improving the local ecosystem and strengthening KTI collaboration by supporting local partnerships of business, academia and healthcare institutions. Only consortia of the KTI actors can apply, and each year, more than one hundred consortia are built to provide their application and 10 consortia are granted.

EIT RIS Hub consolidation and collaboration is encouraged, in the new Hub call, as applicants will be required to outline a collaboration plan with different existing KICs offices. A minimum requirement will be to organise KTI workshops with other KIC Hubs twice a year, and to identify collaboration opportunities and joint initiatives. Initial investigation shows that EIT Health RIS Hubs have already been actively collaborating with other RIS Hub offices in some countries, through mutual initiatives and existing connections. Since it is the mandate of the cross-KIC EIT RIS Working Group to undertake a thorough analysis of EIT RIS Hub consolidation and collaboration, EIT Health Hubs (both existing and new) will be regularly updated on the findings, to help them develop collaboration opportunities with different EIT RIS Hubs within a given country.

EIT Health RIS's long-term strategy assumes creation of financially sustainable RIS Hubs, as well as synergies with S3 strategies. After finalising ecosystem mapping and during creation of local development strategies, Hubs are required to recognize their ecosystem's Unique Value Proposition and to align with S3 strategies.

Contribution to financial sustainability of EIT Health is a priority for the coming years. Preparations have been started for establishing a revenue generating service portfolio, as well as involving external grants by identifying potential matches between our existing services and competences and the strategic operational features of

external funding schemes. For programme level collaboration, the opportunities identified are: systemic means of jointly financing measures or projects; setting up joint or complementary funding schemes with other organisations (negotiations have been started); and formalised management or expert role in programme implementation, such as project evaluation, mentoring.

With regards to the recruitment of new Hubs, the open call will include an evaluation criterion for co-funding. Ideally, the applicant will be a mature well-embedded organisation with access to own resources. Applicants will be also required to outline a plan on how to reach financial sustainability within 6-10 years.

As for funding of Hub activities, from 2022, Hubs will need to submit comprehensive capacity-building project plans for their region. Funding will be conditioned on engaging at least one External Project Partner. Only high impact projects with co-funding schemes will be accepted, so a certain amount of co-funding will be requested. We believe it is an important step in setting financial sustainability goals for each Hub. We also see opportunities to generate revenues from courses and services provided through the RIS Academy and the Start-up Factory. Potential payers could be users, start-up accelerators, corporations, universities or the EU.

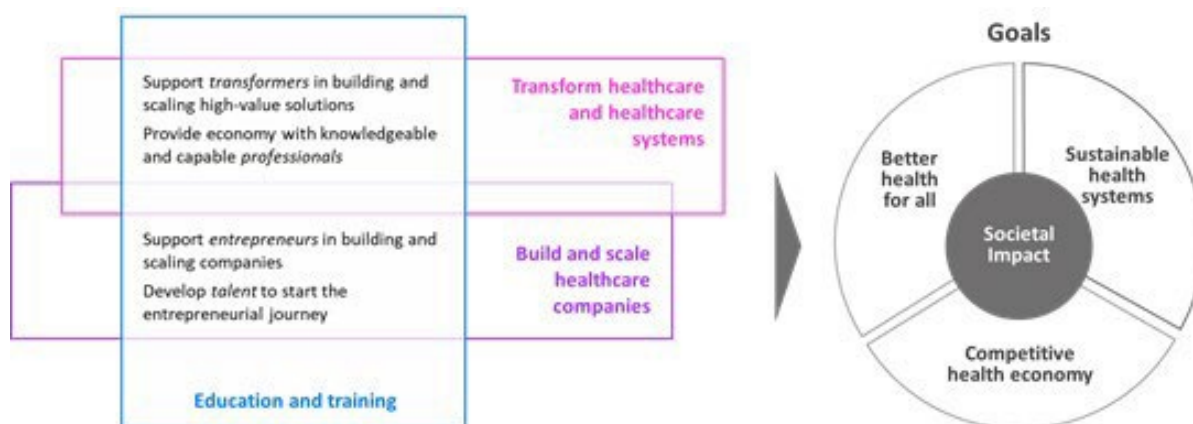
3. Quality and efficiency of the implementation

3.1 Work plan and resources

The Strategic Goals of the KIC will be implemented primarily through the delivery mechanisms of each *area* in the Business Plan: Innovation, Business Creation and Education. The diagram below illustrates portfolio design, the interrelation of the main areas within the knowledge triangle, and their contribution to our goals. Innovation plays a key role in the direct transformation of healthcare systems. Business Creation builds and scales healthcare companies. Education is a transdisciplinary interaction agent that strategically spans the other areas – in Innovation by supporting transformers and professionals, and in Business Creation by training entrepreneurs.

On a micro level, the knowledge triangle is also built in at a KAVA level. The consortia required for a winning proposal is expected to have a mixture of business and research partners.

Figure: The Knowledge Triangle and Portfolio Design



The design of the 2021/22 portfolio began at the call creation stage, by building strategy into the call for proposals and evaluation process and refining specific pathways, reflected as segments in the Portfolio Tree Structure shown below. These pathways and their linked planned impacts, which also take the form of mandatory KPIs, are reflected in the Business Plan 2021 Call Document and the Business Plan 2022 – All Calls at a Glance Document (also provided as supporting documents).

The structure of the portfolio is based on general Areas, comprised of several Segments (or pathways) and further divided into specific KAVAs. The granularity of KAVAs (size, budget, number per Segment) is determined by the specific call and pathway evaluation criteria. These criteria consider the desired outcome of the pathway when giving weight to activities' pan-European dimension, monetary value vs. impact, partnership, expertise and integration of the knowledge triangle. For example, an Innovation Project with an outcome of a Marketed Innovation requires different budget and expertise than a one-year Business Creation Bootcamp or Summer School. The call and evaluation criteria are created during the strategic design of the call through a collaborative process guided by the KIC's strategic agenda.

Granularity is further shaped throughout the call phase: expressions of interest containing similar ideas are often joined to form one project. Joint technical liability shapes the pathway selection criteria; the criteria are designed to secure a selection of projects that can deliver. Technical liability for project implementation lays jointly and

severally with the project consortia of each project (KAVA). It is defined in in the Project Grant Agreement and the Internal Agreement with partners (which adapts the Partnership Agreement of EIT Health with EIT).

Table 31a Portfolio Tree Structure of the BP2021/22

Area	Segment	KAVA v2	Total Kava costs	Total EIT Grant
Education	Training for Executives & Professionals	12	6,532,200.85 €	5,134,653.00 €
	Training for Students	9	3,621,151.75 €	3,047,197.00 €
	Citizens Programmes: Citizens Engagement Activities	8	3,587,446.14 €	2,358,463.88 €
	Training for Entrepreneurs and Innovators	1	1,268,308.00 €	1,023,308.00 €
	Education Coordination & Strategic Initiatives	4	5,215,296.46 €	5,215,296.46 €
	Co-Create!: Sustainable Health workforce	2	579,637.00 €	454,664.00 €
	Co-Create!: Global Pandemic – Innovation and Technology	1	546,036.00 €	405,849.00 €
Innovation	Innovation by Design	12	10,493,366.69 €	8,185,731.84 €
	Innovation by Ideas	3	175,865.00 €	- €
	Innovation Projects	16	29,072,746.51 €	22,474,131.15 €
	Innovation Projects Start 2021	2	1,229,750.00 €	857,500.00 €
	High Value Care	1	1,106,228.75 €	836,046.75 €
	Start-Up Driven	6	6,954,466.00 €	4,598,681.00 €
	Partner-Driven	6	7,677,911.00 €	4,033,004.00 €
	Innovation Coordination & Strategic Initiatives	2	5,706,714.77 €	5,706,714.77 €
Business Creation	Bootcamp (Incubate)	3	911,501.63 €	710,447.00 €
	Scale	5	8,045,583.25 €	7,290,430.00 €
	Validate	2	5,004,096.00 €	5,004,096.00 €
	Wild Cards	4	6,859,484.41 €	6,859,484.41 €
	Access to Markets	2	300,375.00 €	200,000.00 €
	Access to Knowledge	1	223,866.00 €	100,000.00 €
	Strategic Initiatives	1	1,047,425.00 €	1,047,425.00 €
Management	Strategic Initiatives	2	3,285,468.00 €	3,285,468.00 €
	Management and Organisation	3	16,887,771.22 €	2,887,771.22 €
Communication	Communication	4	5,127,525.14 €	5,027,525.14 €
	Network and Matchmaking	2	1,232,900.00 €	797,900.00 €
EIT Regional Innovation Scheme (EIT RIS)	Business Competition and Internship	1	11,221,630.00 €	11,221,630.00 €
Cross-KIC Scheme	Cross-KIC Thematic Innovation	2	2,031,370.75 €	1,420,281.00 €
Cross-KIC Scheme	*Cross-KIC Activities	6	6,400,623.00 €	6,023,155.00 €
HEI Capacity	*Higher Education Initiative	5	4,777,294.36 €	4,708,191.47 €
Total		128	157,124,038.33 €	120,915,045.09 €

Notes: KAVA's under Management/Communication have been merged where possible, but due to the retroactive nature of the 2 year Business Plan, not all have been merged as initially planned for 2022.

*The proposal for these KAVAs is submitted separately as per the EIT guidelines.

The work packages below follow the Area structure in Table 3.1a. (above). All segments within those areas are covered within the Work Packages. The areas Management and Organisation and Communication are merged into one Work Package, as per the guidelines.

Table 3.1b List of work packages					
Work package No	Work Package Title	Lead Participant Short Name	Person-Months	Start Month	End month
1	Innovation	KIC LE	120	January 2021	December 2022
2	Education	KIC LE	92	January 2021	December 2022
3	Business Creation	KIC LE	180	January 2021	December 2022
4	EIT Regional Innovation Scheme (EIT RIS)	KIC LE	180	January 2021	December 2022
5	Management and Ecosystems, incl. Communication, Dissemination of results	KIC LE	240	January 2021	December 2022
6	Cross-KIC Thematic Innovation Activities	KIC LE	12	January 2021	December 2022
			Total person-months: 824		

Work package number	1	Lead beneficiary					KIC LE
Work package title	Innovation						
Short name of participant (KIC LE, CLCs)	KIC LE	CLCs					
Person months per participant (KIC LE, CLCs):	120	24 each (168 in total)					
Start month	January 2021			End month	December 2022		

Objectives

The Innovation Work Package (WP) has ambitious objectives with matched high resource allocation to ensure that EIT Health supports top healthcare innovations in Europe that achieve significant impact in line with the following KIC objectives and relevant KPIs:

- Promoting better health of citizens through improving the outcomes that matter to people to enable them to live longer, healthier lives. KPIs supporting this objective:
 - Number of citizens/patients that benefitted from solutions developed or implemented in EIT Health activity [KIC13]: 79,546.
 - KPIs customised for each project, measuring improved health outcomes.
- Contributing to a sustainable health economy in Europe through support and acceleration of high societal impact, innovative and unique solutions to be transformed into successful implementation or

market introduction. KPIs supporting this objective:

- Designed/Tested Innovations [EITHE01]: 8.
- Marketed Innovations [EITHE02]: 26.
- Investment attracted by KIC supported start-ups/scale-ups [EITHE06]: €29,500,000.00.
- Number of jobs and/or employment in existing businesses [KIC02]: 40.

3. Strengthening healthcare systems in Europe through support and acceleration of the successful implementation of High Value Care initiatives. KPI supporting this objective:

- Number of countries where technology, product or service is commercialised or implemented [KIC06]: 24.

Description of Work

The Innovation Work Package (WP) is comprised of Innovation projects that are bottom-up, collaborative undertakings, with members from at least two different geographies, focused on developing and implementing innovations in the area of healthcare. These projects can be further clustered into two distinctive pathways or segments: 1) Projects that develop products and/or services that will generate revenues and cost savings when introduced in the market (partner-driven and start-up driven projects) (focusing on Objectives 1 and 2 above). 2) Projects that focus on both value (improving health outcomes that matter most to patients) and reimbursement (paying for the outcomes that we aim to have) using existing technology that requires appropriate efforts on Information Systems (data integration, software integration, etc.) but no technology development (high-value care projects) (focusing on Objectives 1 and 3 above).

The Innovation WP in 2021-2022 consists of 45 Innovation projects, with 31 running in 2021 and 14 starting in 2022. Existing projects are: 12 Innovation by Design projects (needs-driven innovation) that started in 2019 and enter in their third year of implementation; 16 Innovation projects started in 2020 entering their second and third years of implementation; three Innovation by Idea projects (bottom-up innovation) given extensions due to COVID-19 to work on finalising clinical trials and regulatory submissions in the first half of 2021. New projects consist of eight selected in the second half of 2020 to kick-off in the end of 2021 or in 2022 (the delay in their start is connected to the budget cut); and six new projects selected in 2021 for start in 2022.

This WP also includes three coordination activities that concern the projects' selection and monitoring, as well as management of the programmes supporting innovation projects and enabling financial sustainability mechanisms: Start-up Amplifier, HVC Forum and Support Programmes. Additionally, the new initiatives under Innovation, which are focused on increased financial sustainability and capturing the additional impact of Innovation projects associated with the additional budget, are tentatively included under a coordination activity and will be further elaborated in 2022.

Portfolio selection, monitoring and risk mitigation

Innovation usually has one call per year. The selection process consists of three or four stages, depending on the type of proposal and is explained in detail in section 1.2 Methodology. In total, 164 Innovation proposals were submitted for Call 2021 and 95 for Call 2022. The decrease in the number of proposals was intended, as Call 2022 put more emphasis on excellence and quality of proposals, to avoid submission of immature proposals. Openness of the Call was ensured by publishing it on EIT Health's website. External Project Partners applying for Start-up Driven projects received access to more funding (up to €500,000) and an opportunity to lead proposals. EIT Innovation principles are considered in portfolio selection. Funded innovation projects: lead to clear outputs (evaluation criteria assess the output and impact of the project); have a commercialisation strategy and contribute to EIT Health's financial sustainability (sustainability and

scalability is evaluated; an additional Impact and Financial Sustainability Check evaluates the financial sustainability contribution); have a dissemination and communication plan (requirement of the Call); and meet the required co-funding level (Call requirement and additional Impact and Financial Sustainability Check). Each innovations' potential is assessed through remote evaluation and hearings using a special scorecard that evaluates: novelty and unmet need; strategic fit and ground for EIT Health involvement; solution maturity; work plan & feasibility; budget plan and investments; consortium composition, responsibility and commitment; impact measurement, contribution to healthcare systems and societal impact; sustainability and scalability beyond the project.

Special focus is placed on Innovation KAVAs that contribute to maximum financial sustainability and maximum impact. An Impact and Financial Sustainability Check (implemented in Call 2022) evaluates three dimensions of impact that are important to EIT Health, as defined in our new Strategic Agenda: Health impact (55%); Financial contribution to EIT Health (35%); Co-funding (10%). Innovation projects can use various financial sustainability approaches, the most common being: grant-for-option (for all Start-up Driven projects); success fee and royalties. A new ranking is created for all projects according to the sequence of scores from Remote Evaluation and the projects with the best impact scores. Invitations to Hearings are based on this new ranking. Start-ups at the core of start-up driven projects go through an additional step of due diligence and valuation analysis.

Innovation projects follow a robust monitoring process to identify early any deviations that might occur and strengths that should be further built upon. It also allows us to link the project review with decisions on project continuation and granting of additional funding.

In 2021-2022, all the Innovation Projects will be monitored through two different means: 1) Only for new projects, one online interim update in March-April with EIT Health Central Office team and Hub Innovation managers. This is an early check-in meeting with the project, to ensure that they successfully kicked-off their operations and signed project grant and financial sustainability agreements. 2) One midterm review per year: an online meeting to review the execution of the project and identify key weaknesses and associated risks. These meetings also allow for early identification of success stories as well as new business opportunities. Please see the detailed monitoring process under the section below on monitoring and portfolio reorientation for information on scoring and portfolio reorientation.

Dissemination, exploitation, and communication activities

Innovation programmes are supported by the EIT Health Corporate Affairs team, who manage our own digital platforms, media coverage, newsletters and events. Success stories of the Innovation projects and start-ups are also published in episodes of "Spotlight" series on the EIT Health website. Data management, dissemination and exploitation, and communication activities are part of each individual KAVA (project), as well as the overall Innovation WP. They follow GDPR principles and focus on disseminating the results of the projects through scientific publications, as well as media and social networks.

Work package number	2	Lead beneficiary					KIC LE
Work package title	Education						
Short name of participant (KIC LE, CLCs)	KIC LE	CLCs					
Person months per participant (KIC LE, CLCs):	92	24 each (168 in total)					
Start month	January 2021			End month	December 2022		

Objectives

EIT Health Education acts as a European incubator for innovative health education for talents, health entrepreneurs, innovators and professionals across Europe. The objective of EIT Health Education is to provide best-in-class degree and non-degree educational offerings to empower life-long learners to strengthen healthcare systems, create or join start-ups, and contribute to a sustainable health economy in Europe. A specific focus is graduates from labelled MSc/PhD programmes in EIT RIS Countries, with an aim to achieve 20% of overall KPIs from RIS, to ensure a real European wide impact.

In light of the EIT Health Strategic Agenda 2021-2027, the years 2021 and 2022 are used to position Education in the new Strategic Framework and to pilot scalability and financial sustainability strategies. To increase the reach among participants in non-degree education programmes, as well as graduates from EIT Labelled MSc/PhD programmes, launch of an online learning platform is planned in 2022. The objective is to have an offer that is focused and relevant to needs and gaps that hinder entrepreneurship and innovation in healthcare (e.g. related to High Value Care), moving from a siloed to a fully holistic approach.

Description of work

1. Degree Programmes

In 2021, four continued EIT Labelled Degree Programmes (three master's and one PhD programme) were included in the Education portfolio. Across these four programmes, we expect 51 graduates from EIT Labelled Degree Programmes, six graduates who joined start-ups and three created start-ups. In 2022, three continued EIT Label Degree Programmes (one master's and two PhD Programmes) are included in the Education portfolio. Across these programmes, we expect 18 graduates from EIT Labelled Degree Programmes and two graduates who joined start-ups. Due to the ongoing pandemic and related restrictions since 2020, Degree Programmes have experienced challenges in recruiting learners and securing the mobility modules. This has negatively impacted the performance of the EIT Labelled Degree Programmes. However, EIT Health acknowledges and stresses in its Strategic Agenda 2021-2027 that measures must be taken to improve performance on EIT Core KPIs around these programmes. In 2022, mechanisms for Degree Programmes to contribute to the financial sustainability of the KIC will be explored through collaboration with a working group (invited guests from academia, industry, alumni and cross-pillar staff) dealing with the challenges faced by Degree Programmes (i.e. optimisation of programme structure, need for a modular approach, reinforcement, sustaining capacity building, exploration of mutually beneficial financial models, and bridging the gap between degree programmes and start-up creation). In 2021, the portfolio included five

programmes – one PhD and four master's. In 2022, three programmes were selected – one master's and two PhDs – to work on a multiannual basis. These three programmes were chosen out of five full proposals. All programmes with an expiring label – four by the end of 2021 – will be invited and supported to renew their EIT Label in 2022.

2. Non-degree Programmes (Co-Create!)

In 2021, the non-degree Education portfolio consists of the segments Training for Students (IDays, Summer Schools), Training for Entrepreneurs & Innovators (EIT Health Fellowships Network), Training for Professionals and Executives (30% of non-degree portfolio, to generate revenue), and Citizen and Patient engagement activities. The 2021 education portfolio counts 23 non-degree programmes, which aim to reach 2,890 learners across Europe. The 2022 portfolio focuses on non-degree programmes that support a sustainable healthcare workforce and system in Europe. As outlined in the Strategic Agenda 2021-2027, all Co-Create! programmes must generate revenue and share 30% with EIT Health to support financial sustainability of the KIC. The EIT Health online learning platform supports Partners with the generation of revenue, up-scaling, increased visibility and reach of the programmes. In 2022, eight Co-Create! Programmes out of 39 proposals were included in the education portfolio, with the aim to reach 8,477 learners, generate €537,850, and share €160,275 with EIT Health (30% of total for EIT Health/70% of total for Partner). The KIC will support Partners for the operational aspects, marketing, recruitment of learners and distribution of developed programmes (pending EIT Health editorial vetting) without taking financial risks. In this case, EIT Health receives 70% of the generated revenue by the Education Programme, whereas the partner receives 30%. Part of the portfolio for 2022, dedicated to student and entrepreneurial education, will be developed through a simplified Call 2022. This relates to I-Days, continuing Summer Schools and the new generation of Fellowships, since the EIT Health Innovation Fellowship concept will be revisited in 2022, to align with the EIT Fellowship scheme.

3. Strategic initiatives

RIH and CO Education Coordination

The Director of Education oversees the overall coordination and strategic direction of the Education pillar through the management of several key teams: The Head of Entrepreneurship and of Professional Education in the Central Office and the Education Leads in the Regional Innovation Hubs. The Central Office activity aims to ensure the education and training portfolio is designed, developed and monitored through such activities as needs-assessment, using external expertise to identify impactful collaboration models with Industry.

WorkInHealth, formerly known as Talent Market Place

The goals of WorkInHealth for 2021-2022 are 1) to support the attractiveness of careers in the life sciences and health sectors across the European ecosystem; 2) to support health organisations to better define their needs, target the people with the right profiles and skills, and hire the best talent; 3) to offer, promote and support training to skill, upskill and reskill. The project is implemented through a non-profit Foundation, attracting donors, and a commercial entity, redirecting net revenues to support on-going skills intelligence and education programmes to complement the KIC portfolio.

EIT Health online learning platform

The initial pilot stage of the online platform will include the development of graphical user interface (GUI), with user management, business logic and all data to be handled by the Learning Management System (LMS). This is intended to allow a quick start of the platform and gather some real user data that enables validated feedback on the fundamental user experience. In 2022, following the initial pilot phase, the system will be rolled out to a wider audience and a single sign-on functionality will be implemented. The platform will host content from the 2021/2022 portfolio as well as modules from partners and third-party stakeholders. Further

workshops will be used to engage stakeholders and explore further challenges and opportunities.

Portfolio selection, monitoring and risk mitigation

The portfolio selection is described in detail in section 2.1.

The number of applications and the selection results are detailed below:

For the 2021 portfolio, 107 proposals were received. Of these, 16 were only evaluated remotely and did not require attendance at hearings, as they were requesting less than €100,000 (one coordination activity, summer schools and MOOCs). The other 84 were evaluated remotely, and out of those 41 were invited to hearing sessions, including Degree Programmes and programmes targeting innovators and entrepreneurs, executives and professionals, and patients and citizens. The final selection included: seasoned formats like i-Days and the Innovation Fellowships; two summer schools; one PhD and three master's programmes; 11 for professionals and eight addressed to the general population. The selected portfolio is listed in EIT Health's website.

For the 2022 portfolio, 44 full proposals were submitted and evaluated, five of them applying for Degree programmes – three reapplications and two new ones – and 39 more applying to be Co-Create! programmes. All applicants were required to attend hearings before being accepted. Five degree programmes and 33 proposals were invited to hearings. The final selection included two PhD and one master's programme for the Degrees section and eight for the Co-Create! section.

Monitoring is ensured by the EIT Health Education/PMO team: activities are supported and monitored continuously (at least once a year) to ensure they achieve KPIs and objectives outlined in the proposals. The ongoing COVID-19 pandemic creates a risk for recruitment and participation of professionals in non-degree education programmes, as most of our target group includes healthcare professionals. Despite measures to move teaching online, student mobility remains an issue, due to existing travel restrictions. In addition, economic uncertainty due to the pandemic discourages graduates from creating a start-up during the pandemic.

Dissemination, exploitation and communication activities

Education programmes are fully supported by the EIT Health Communication and Marketing plans, led by the Corporate Affairs teams (including website and social media management). Dissemination will also take place through attendance at a series of non-EIT Health events, at which educational programmes and outcomes will be presented. EIT Health Labelled Degree Programmes will be further promoted through the updated website, which gathers all funded and supported labelled programmes. In addition, we are considering engaging with external support to boost recruitment for the Label programmes (through platforms such as Keystone Education Group), whereby the EIT Health Labelled Degree Programmes will be further searchable by a European and global audience.

Work package number	3	Lead beneficiary					KIC LE
Work package title	Business Creation						
Short name of participant (KIC LE, CLCs)	KIC LE	CLCs	French Hub				
Person months per participant (KIC LE, CLCs):	180	12 each (84 in total)	36				
Start month	January 2021			End month	December 2022		

Objectives

The Business Creation Work Package will mainly contribute to the strategic objective of “Contributing to a sustainable health economy in Europe” listed in EIT Health Strategic Agenda 2021-2027, following the plan by:

1. Fostering top start-ups in healthcare and life sciences in Europe: 231 start-ups/scale-ups will be supported by EIT Health, and 10 solutions, services and markets will be launched and opened. In addition to supporting existing start-ups, we are also determined to create and support four new start-ups.
2. Engaging Partners to create high societal impact: we plan to create 12 jobs and train 35 professionals annually. Partners will be involved in the selection and assessment of start-ups and will work alongside those that are selected, to accelerate their progress in a lean manner.
3. Contributing to a sustainable health economy in Europe with our investor’s instruments: an estimated €300million in investment will be attracted due to our support. European investors will have a unique avenue to significantly de-risked projects within the EIT Health network.

Description of work

Entry Track: the activities under the Entry Track contribute to nurturing innovative new start-ups and in return generating deal flow for EIT Health. Bootcamps allow start-ups to connect with fellow entrepreneurs and innovators across Europe. Each year, 3-6 Bootcamps on different topics are open for all start-ups that fulfil specific criteria to apply. Corporate or academic sponsors are encouraged to help sustain each Bootcamp. European Health Catapult spotlights young start-ups by providing intensive training to build credibility and visibility through a pan-European competition. Finalists will be invited to pitch to industry experts and investors at the EIT Health Summit. Wild Cards is an open innovation programme that encompasses elements of team formation, education and business creation. The initial part of the Programme runs across a six-month highly competitive selection process, followed by a two-year period of product development for the two winning teams, who receive significant funding in return for options. Mentoring and Coaching Network (MCN) provides mini programmes, such as Finance Booster and Ulabs, giving mentoring and consulting support for innovative projects and start-ups, with over 400 healthcare industry vetted experts and mentors in the Network. Fixed session fees apply. For corporate partners, bespoke Open Innovation programmes can be developed for, and in collaboration with, the client, and will create revenues, contributing to EIT Health financial sustainability.

Scale-up Track: the activities under the Scale-up Track contribute to scaling promising start-ups and in return generating revenue that supports financial sustainability of EIT Health. Bridgehead will help match each selected scale-up with an incubator or accelerator from the EIT Health network, to open new markets both in Europe and globally. Capped success fees will apply. Gold Track is a competitive programme based around workshops facilitated by a curated high-profile expert panel, who will help the start-up team to reflect and set 2-4 ambitious business objectives and commit to achieving results with our support. Success fees will apply. Moreover, challenge-based Start-up Meets Pharma/Healthcare provider programmes are designed to engage start-ups with key stakeholders.

Selected start-ups in the Scale-up track can enjoy privileged access to Invest Health, a business services company fully owned by EIT Health e.V. Combining Venture Centre of Excellence, Investor Network and our crowdfunding platform, Invest Health will manage the portfolio of companies in which EIT Health participates – through option-based or success fee-based agreements – supporting new companies with investments from venture and corporate players, and thereby contributing to EIT Health financial sustainability.

Portfolio selection, monitoring and risk mitigation

The selection process for Business Creation activities consists of two aspects: start-up selection and programme selection. Start-ups apply and go through eligibility review, followed by evaluation by a panel of external experts, who consider ventures' level of disruption, clinical validation, IP and market entry values, value for patients, business plan, etc. Later-stage companies are often reviewed for ROI, project plan, market penetration and financial projections. Only the most competitive start-ups that can best leverage our support and succeed are selected. New programme applicants are required to complement the Business Creation portfolio, specify the future of the activity, and prove how it will become financially self-sustainable, requiring little or no EIT Health funding. For continuation proposals, previous performance is also evaluated. The reviewing process is aligned with other Pillars, and remote evaluation results are approved in a consensus call with the expert evaluation board and the Director of Business Creation before going forward to Hearings.

For the 2021 portfolio, 33 proposals were received, of which 21 were applications for Bootcamps and 12 for Continuation activities. All the proposals were evaluated remotely, and then six Bootcamp proposals and the 12 Continuation activities were selected to attend hearings. The selected portfolio, which includes three Bootcamps and nine Continuation activities, is listed in EIT Health's website.

For the 2022 portfolio, 19 full proposals were submitted, 12 being Bootcamp applications and seven being continuation activities. All proposals were eligible and evaluated remotely, and it was then decided to invite nine Bootcamps and the seven Continuation activities to the hearings. The final selection includes six Bootcamps and seven Continuation activities. The Business Creation portfolio also includes three Wild Cards activities that were previously part of the Innovation portfolio.

All activities are monitored periodically through two monitoring meetings: One takes place before April, and the second meeting 6-8 weeks before the Business Plan amendment in August. A third meeting can be scheduled if further support is needed and/or no smooth implementation is identified. During each monitoring meeting, the activity leader gives deep insight on the status quo of the activity. Please see the monitoring and portfolio reorientation section below.

Dissemination, exploitation, and communication activities

Business Creation programmes are supported by the EIT Health Corporate Affairs team. Communication to external stakeholders is enhanced through periodical attendance at non-EIT Health events, where our programmes and outcomes will be presented (i.e., Sachs Forum, 4YFN, HTID, MedTechLIVE, Innovation Days, etc.).

Data management

Start-up data is integrated onto the EIT Health Start-up Platform. Work to consolidate our portfolio data had already been started, to streamline applications across different programmes, allowing us to obtain organised data, efficient analysis for internal use, and unified experience for our stakeholders.

Work package number	4	Lead beneficiary	KIC LE
Work package title	EIT Regional Innovation Scheme (EIT RIS)		
Short name of participant (KIC LE, CLCs)	EIT Health InnoStars		
Person months per participant (KIC LE, CLCs):	180		
Start month	January 2021	End month	December 2022

Objectives

Consistent with the objective of the EU to close the gap between high-innovation performing and lower-innovation performing countries and regions, EIT Health implements the Regional Innovation Scheme (RIS) programme. RIS is a comprehensive initiative based on the knowledge and expertise of EIT Health and running tailor-made programmes adjusted to the specific needs of these regions.

The overall aim of RIS is to strengthen the innovation capacity of European regions that are moderate and modest innovators and to drive growth in these regions by taking health innovators from an idea to a global company. To reach these strategic goals, the programme focuses on the following objectives:

To integrate partners from the RIS regions in EIT Health activities, and support innovations that originate from the RIS countries, the RIS programme in 2021/22 will:

- provide proof-of-concept funding, bootcamps and mentors to the selected innovation teams to commercialise their scientific output (RIS Innovation Discovery);
- scout for promising early-stage start-ups to build a healthy pipeline for scale-up programmes of EIT Health and provide start-ups acceleration support that is missing in their home regions (RIS Start-Up Factory);
- extend EIT Health education initiatives to RIS regions and build a unique online education portfolio to fulfil future workforce needs and fill the gap in innovation and entrepreneurship education (RIS Academy).

To strengthen the innovation capacity of the European regions that are moderate and modest innovators, the RIS programme will:

- run a unique executive training programme providing tailored support to enable RIS regions to design and implement their innovation capacity building activities (DRIVE Innovation Ecosystem Development);
- provide funding and expert support for EIT Health RIS Hubs to implement their impactful capacity building project plans (Capacity Building);
- aim at increasing the number of participants from the RIS regions in EIT Community activities to build a vibrant community of innovators resulting in new collaborations across Europe (Community Building).

Description of work

RIS Innovation Discovery

Activities in the Innovation Discovery programme equip the consortia of academic partners and businesses with the necessary business and entrepreneurial skillset, provide pitching skills, and give insight into how to succeed internationally. The programme offers sustainable proof-of-concept funding and supports the innovation teams of the local knowledge triangle actors in RIS regions to develop need-based health innovation projects that have the potential to improve the quality of millions of people's lives. Main activities include funding, project development with mentors, skill development of team members, and matchmaking. Ten innovation projects will be supported yearly.

RIS Start-up Factory

RIS business creation activities support RIS start-ups in the validation phase when new solutions are being tested or marketed. Main activities include pipeline building, skill development, and matchmaking to

commercialise valuable research results, knowledge, and intellectual property. We help start-ups enter and develop further in the European healthcare sector resulting in job creation. Our programmes help start-ups internationalise (multi-country implementation) and attract investment (Attract-to-Invest). 25 start-ups will be supported yearly. They are expected to contribute to the volume of attracted Investment.

RIS Academy

RIS education activities are horizontal activities included in the RIS Academy: a) they serve other pillars in transmitting knowledge to the participants taking part in the RIS innovation journey; b), the Academy provides courses to develop an entrepreneurial community in EIT RIS regions. Every year more than 600 talents will be trained through the RIS Academy. Different means for making the RIS Academy sustainable are considered, including setting up training programmes adjusted to industrial needs.

DRIVE Innovation Ecosystem Development

The EIT Health DRIVE is the flagship programme of the ecosystem development, a comprehensive training programme for ecosystem builders. The outputs include quantified self-assessments of regional innovation ecosystems, validated ambitions and action plans, stakeholder maps presenting relevant local actors' different levels of engagement, and engagement plans for the chosen actors. Ideally, at the end of the programme a durable, funded innovation ecosystem support organisation will be established in the region, providing skilled change-agents who can scale sustainable and systemic solutions. Over 70 stakeholders are to be engaged through the 2022 pilot cohort, a revenue-generating training programme that can be scaled to any European region with modest or moderate innovation activities. It also aims to integrate new KIC Partners from RIS countries and create at least one new Regional Innovation Hub in RIS regions.

RIS Hub Activities – Capacity Building and Community Building

EIT Health Hubs are responsible for building strategic partnerships, drawing up local capacity building strategies and realising their plan for a capacity building project that will create a thriving local innovation ecosystem. The number of Hubs will remain at 14. The KTI projects will be evaluated by the impact created and will be selected on a competitive basis; 8 to 14 projects are expected to be financed. EIT Health Hubs will recruit applicants for RIS and EIT Health programmes as well as organising the event series of Morning Health Talks and the Innovation Days. RIS Hubs will continue setting up connections and regular communication with local start-up communities, incubators, student associations and innovation/idea platforms, to build talent and idea pipelines and maintain an alumni network.

Portfolio selection

The RIS programme portfolio organically integrates RIS countries and their local players into EIT Health by facilitating the participation of the widest range of stakeholders in EIT Health activities and by building the capacities of the involved countries and regions.

RIS Innovation Discovery in 2021 saw 102 consortia of local knowledge triangle actors apply, with 11 ultimately enrolled in the programme (attractiveness: 927%). The 2022 edition selection process will start in December 2021, and 15 teams are expected to be supported. The teams are selected via open call and each eligible proposal is evaluated by three independent external experts. The evaluators assess project excellence, novelty and impact, solution readiness, commercialisation strategy and strength of the team.

For RIS Business Creation activities, start-ups in their early stage of development are invited to join the start-up journey of EIT Health and prepare for the next steps in the network. The 2021 edition of InnoStars Awards, the flagship Business Creation programme of EIT Health RIS, attracted 158 applicants, out of which 15 top-scoring start-ups enrolled in the InnoStars Awards programme. Further applicants, ranked between 16 and 35, were offered mentoring vouchers. The call for the 2022 edition will be published early in 2022 and

participants will be selected by May. Teams are selected via an open call, and each eligible proposal is evaluated by three independent external experts. The evaluators assess quality of the solution, strategic fit, novelty, potential market impact, strength of the team and potential impact of the solution in the local RIS region. From 2022, the RIS Business Creation portfolio will be extended, with two programmes to better cover the innovation journey of the RIS start-ups. The Attract2Invest programme will walk the start-ups through an investment strategy and introduce the participants to investors to accelerate their market entry. The Healthcare Lab will invite start-ups from the RIS countries to work on and address some of the biggest challenges in the healthcare system. The programme is a joint effort between InnoStars and Roche Slovakia.

InnoStars also cooperated with EIT Health Business Creation programmes and supported RIS entities in participating in these programmes: Four RIS start-ups were supported by RIS to take part in Bridgehead; two were granted under RIS to participate in the Start-ups Meet Pharma programme; and three took part in the Caixaimpulse programme. The Health Venture Lab accelerator accepted 10 participants from the RIS regions. In addition, two RIS healthcare providers were given the opportunity to set challenges in the Start-ups Meet Healthcare Providers programme by covering their participation fee.

Under RIS Academy, nearly 1,000 students and young professional take part in the courses annually. They are given the opportunity to: learn about the future of AI in Healthcare (461 participants in 2021); work on real world challenges set by industry (iDays with over 500 participants in 2021, InnoStars-Novartis Slovenia joint hackathon with 50 participants); learn the advanced application of early health technology assessment (50 participants); learn how to thrive as a woman in a male-dominated field (WE Health RIS with 30 participants); or learn the basics of IPR (50 participants in 2021). To keep the network connected, we host our popular alumni events quarterly, allowing our alumni members to take part and learn about hot topics in healthcare.

RIS also provides ecosystem development training programmes to the RIS hub regions, which have modest or moderate innovation performance. By the end of the training, the hub leaders and stakeholders of the region are equipped with knowledge and skills that enable them to lead their ecosystem more efficiently and manage ecosystem development projects, addressing the needs of the regions. In 2021 more than 50 stakeholders took part in the workshops and masterclasses.

Monitoring

The RIS EITH team monitors the programme thoroughly and intervenes if necessary. Project delivery is reviewed before the BP amendment, usually in June. During the amendment process, project owners (RIS staff and partners) report on progress and initiate changes if needed. Based on this, and end-of-year reports, the programme leader can determine if a programme can continue, continue with changes, or has to stop.

In regions where EIT Health has minimal presence, performance of hubs is crucial to reaching the desired level of impact and development. InnoStars monitors hubs' task implementation quarterly and evaluates performance biannually. Using the green-yellow-red traffic light system, each hub is assessed and scored for task implementation, KPIs, outputs, deliverables, grant utilisation and compliance, governance structure, branding compliance, and communication performance. "Green" hubs are on track, and activities can proceed. "Yellow" hubs perform satisfactorily, though some risks are identified, and InnoStars makes recommendations to ensure proper delivery. A mitigation plan and major changes are necessary for "red" hubs to ensure satisfactory delivery of tasks. If a KPI is not met, the budget can be reduced in the proportion of the achievement of the given KPI. If a hub receives red flags in two consecutive reviews, mitigation has not improved project delivery. In that case, the grant can be frozen, personnel replacement can be initiated by InnoStars or the cooperation can be terminated (based on the seriousness of non-compliance).

Work package number	5	Lead beneficiary	KIC LE
Work package title	Management/Ecosystems, incl. Communication, Dissemination of results		
Short name of participant (KIC LE, CLCs)	KIC LE		
Person months per participant (KIC LE, CLCs):	240		
Start month	January 2021	End month	December 2022

Objectives

Management and Organisation:

- effectively manage all parts of the business cycle from Call for Proposals to post-grant monitoring, ensuring compliance, eligibility and supporting performance;
- raise efficiency and quality in the KIC's daily operations and collaboration with stakeholders.

Communication:

- continue to increase visibility, awareness and understanding – among all relevant internal (EIT Health community) and external stakeholders – of EIT Health as a highly effective partnership-led network, tasked with tackling Europe's biggest healthcare challenges and supporting the EU in meeting health agenda priorities;
- demonstrate and reinforce EIT Health's value and impact (both as a trusted network organisation and as a broader contributor to and within the health innovation landscape), through the outcomes of its portfolio of projects, the attractiveness of its body of services and programmes, and also through strategic alliance development with other relevant stakeholders (e.g. European Patients Forum) and prominent EU-level actors;
- reinforce EIT Health's position as a thought contributor/leader in European healthcare innovation and entrepreneurship – shaping and informing opinion and contributing to health policy development, public debate, dialogue and commentary on the leading healthcare topics that matter.

Description of work Management and Organisation

PMO and HQ Evaluations

The work of the EIT Health Project Management Office is to administer the EIT grant effectively and manage the business cycle for BP2021-22. This involves delivering proper training and support to KIC partners in the development of proposals, implementation and monitoring of selected activities, and reporting of performance and costs of funded KAVA. As a central function within the KIC LE, the PMO ensures proper compliance to the EIT timeline and cost eligibility while providing portfolio level data to relevant stakeholders. Key Outputs and Tasks:

- KPI: Number of Success stories presented by KICs to the EIT: 20 as per Impact Framework restrictions.
- Delivery of the BP2021-22 and BP2023-25 to EIT: Monitoring and evaluation of 2021-22 projects, including monitoring of projects from previous years to harvest impact. Management and Delivery of BP2021-22 Interim, Amended BPs and Final Reports to EIT (see obligatory deliverables). Management of Call for Proposals 2023-25. Training and Transition to Horizon Europe work, including IT change management /KPI training /impact framework operationalisation.
- Ongoing Partnership, finance, and Project Grant Agreement management.
- Selection, preparation and remuneration of independent, external evaluators for the evaluation of proposals. This includes due diligence and valuation analysis for start-ups in Start-up Amplifier instrument.

The Operations Development and Data Management KAVA, and Strategic Initiatives KAVA are tasked with the following actions:

- Improving performance of the organisation by facilitating quality data access in one system (Operational Data Store).
- Developing and maintaining data infrastructure, including the EIT Health Operational Data Store (ODS), the CRM, the EIT Health Ontology, the EIT Health Semantic search engine, and EIT Health Master data.
- Developing and maintaining an Intranet Portal housing initial key business processes, staff communication and a group calendar with staff focus.
- Mapping, evaluation and improvement of operations processes, the landscape of operations tooling and basic infrastructure, and legal compliance, including GDPR.

These tasks will lead to improved internal and external processes that are reliable and provide the right tools for future successful endeavours, with impacts reflected in the BPs.

Communications

This component of the work package covers the strategic need to build visibility, awareness and understanding of EIT Health and its value to society. Centrally-led external communications and stakeholder engagement will focus on our external profile amongst pan-EU audiences (i.e. policy makers, media, patients, citizens, medical professionals, industry leaders) and will cover the optimal mix of events, media relations, website, social media and other engagement activities to share and disseminate examples of the successes/milestones of our portfolio throughout the year, as well as research, insights and knowledge generated from the “coal face” of innovation. Thought-leadership focused activities will involve widespread communication and dissemination of the outputs of the EIT Health Think Tank (e.g. real world evidence, report launches) as well as other vehicles, such as opinion editorials. Key policy-focused events, such as participation in the European Health Forum Gastein, remain a staple in our external organisational profiling. Campaigns will be devised to showcase specific activities (i.e. “Spotlights” and disease-awareness activity) as well as promotional activity to attract customers and other relevant stakeholders (such as start-ups and learners) to our suite of programmes and services. Branding and organisational material development, (e.g. a core slide deck) remain key elements of the work. Activities will also integrate aligned and timely internal communications, focused on partner engagement through effective sharing of information and achievements, networking, (such as the annual “Matchmaking” events) and best practice exchange to support the overarching organisational strategies relating to the concept of “Network ++”. The EIT Health Summit will take place in April 2022, and will mark the convergence of external and community audiences to exchange, learn and create multi-disciplinary dialogue

on healthcare trends and topics. This Work Package also includes support (financial and otherwise) to EIT Health RIHs so they can conduct effective regional communications and other stakeholder engagement activities, including implementation of centrally driven tactics at regional level, as well as regional only activity. Expert agencies will also support the areas of digital build; design; social media and content; update and design of corporate materials; assets for campaigns, such as videos; a media relations agency to support press engagement; use of communications platforms, such as media monitoring and media databases; and a specific Brussels-based agency to support EU focused interactions with external stakeholders. In addition, there is cost allocated to the maintenance and update of the internal digital platforms, Connections and Compass.

Alumni: Since 2017, EIT Health Alumni, a multi-disciplinary community of innovators, connects participants of EIT Health’s Education, Business Creation and Innovation activities. With the launch of the EIT Health Alumni Platform in 2020, the EIT Health Alumni Network provides a key digital space to strengthen connections and facilitate transactions between the stakeholders, partners and alumni of EIT Health. Three elements will be the focus of the annual workplan and the long-term strategy of the EIT Health Alumni Community: 1) Re-alignment of the community mission, vision, and value proposition within the EIT Health Strategic Agenda 2021-2027 (within EIT Health as a core Community in the EIT Health ecosystem and for the Alumni audience).

Technical development and improved user experience on the Alumni Platform, including the launch of new features under the premises of intra-organisational collaborations and integrated services (MCN, BMK Tool, Start-up Platform, WorkInHealth); 3) Expansion and enhanced community outreach, partnerships and visibility to explore financial sustainability mechanisms – including design of promotion packages for external partners, co-funding of events, defining a membership fee structure and a well-embedded strategy for indirect revenue streams, such as lead-generation and an internal service offer of a digital space to facilitate transactions. As a result of newly created partnerships, and the expansion of the “Alumni Special Offers” section of the Platform, members will also have access to a collection of new licenses, offers and software in 2022.

Work package number	6	Lead beneficiary					KIC LE
Work package title	Cross-KIC Thematic Innovation Activities						
Short name of participant (KIC LE, CLCs)	KIC LE	CLC BE-NE	CLC-FR				
Person months per participant (KIC LE, CLCs):	12	12	12				
Start month	Jan 2021			End month	Dec 2021 (Food4Health) Dec 2022 (CCO)		

Objectives

Cross-KIC Food4Health (ending in 2021) aims to establish a sustainable connection between the two involved KICs by populating the cross-sector innovation area of health and food with high-impact activities. Their main objective is to leverage the strength of the individual partnerships, with both organisations contributing from their own unique set of resources to develop an innovation programme on citizen-oriented health and wellbeing through improved nutrition and behavioural support. The KAVA also aims at starting two strong market-oriented and top-down innovation projects: STOP MetSyn and MuscleCancer.

The Cross-KIC Child Obesity – TI (ending in 2022) aims at an integrated approach to change the lifestyle of people affected by obesity. It develops a user-friendly smartphone app for collecting data directly from the target group and builds an individually tailored intervention to reduce obesity and increase wellbeing in children. The personalised tracking and intervention technology in app form is particularly aimed at preventing and reducing the prevalence of overweight and obesity in children via improved eating behaviour of families. Consequently, there will be decreased incidence of noncommunicable diseases, like diabetes and cardiovascular diseases, and an improved and long-lasting quality of life. The project directly contributes to the aim of the global action plan of WHO to halt global obesity rates by 2025.

Description of work

Within the Cross-KIC Food for Health, STOP MetSyn focuses on preventing metabolic syndrome, which is often a precursor to the development of other non-communicable diseases. The project includes five main activity areas: 1) understanding the indicators and lifestyle factors linked to pre-MetSyn; 2) delivering nutrition/lifestyle interventions; 3) engaging consumers in understanding and changing their behaviour/habits; 4) evaluating the programme in a real-life setting; and 5) implementing and scaling up the programme in Europe. In 2021, the tasks concentrate on strategies for engaging consumers and pilot testing the programme. The final product to be brought to the market is a platform for helping consumers change their behaviour. It will use biomarkers to develop an individualised programme to improve one's health – and prevent metabolic syndrome – through diet and exercise. The platform is primarily app-based and integrates the meal and exercise plan along with health coaching and peer-to-peer support. It can be integrated with the shopping baskets of retailers to allow for easy food purchases. The target users of the platform are consumers who are at risk of developing metabolic syndrome. The exploiting partners are SmartWithFood and RISE. The platform will be accessible via supermarket apps, with Colruyt as the launching customer. The platform will also be licensed to other retailers, corporations, and health insurers throughout Europe.

The MuscleCancer project incorporates tailored nutrition and exercise in the treatment of cancer to avoid muscle mass loss and improve clinical and quality of life outcomes. The project will 1) identify muscle mass quantification tools; 2) develop an app that will enable patients to follow nutrition and exercise programmes; 3) deliver a nutrition intervention programme targeting muscle mass loss; 4) test the exercise programme in a patient cohort; and 5) assess the economic implications of reducing cancer-related malnutrition. The service to be brought to the market is a nutrition and exercise programme to be implemented as part of the treatment for cancer patients. The programme will include guidelines and training on how to incorporate these aspects into the standard of care. In addition, there is also an app to empower patients to have an active role in the treatment journey. The exploiting partner for the app is BeYou. The programme will be provided to oncologists, to be offered to cancer patients across Europe. The expected outcome is an improvement in individuals' aerobic capacity and physical fitness, leading to better clinical outcomes and quality of life.

The projects running within Food4Health are expected to deliver two Core KPIs EITHE02.1 Marketed

Innovations in 2021. In terms of financial sustainability, all partners involved in the two projects contribute 30% co-funding as an in-kind contribution. Furthermore, the partners will contribute 10% of the total EIT Funding for the two projects as a success fee.

To create awareness about the Food4Health collaboration and to provide updates about the two projects, Food4Health has produced dedicated communication materials/channels (<https://eit-food4health.eu/>, newsletter, videos, banner, surveys) and participated/organised several events (conferences, exhibitions).

In the Cross-KIC Child Obesity – TI, 2021 activities will focus on adding the intervention and gamification components to the app Think Slim for Kids. The intervention app Think Slim for Kids will be tested in a randomised clinical trial across several European countries. The technology will be incorporated in the prospected venture, a strong business and go-to-market strategy will be rolled out, and the freedom-to-operate will be established and an IP strategy devised. The gamification strategy will be assessed. Effective treatment of childhood obesity is a priority in healthcare as the prevalence is rising and the risk that the condition continues into adulthood is high. Moreover, the costs for society associated with obesity are high as well. The project strives to make a long-term impact and help reduce childhood obesity. In 2021, the results of the RCT are expected to be available. New features will be designed and developed. The interactions with the predictive algorithm will also be updated to take in account the data model modifications. In 2022, the clinical trial data will be analysed; the algorithm will be upgraded and the App will be updated based on the results of the larger clinical trial data and users. The ThinkSlim App will be launched on Apple Store and Android Store with efficacy. Moreover, first sales to obesity professionals (clinics, centres, hospitals) will be achieved in at least two European countries. Finally, the solutions developed will be offered to the other target groups, including families, employers and the general population.

In terms of financial sustainability, the project results (foreground IP) will be incorporated into the prospected venture and there will be a license agreement on background IP of the partners, making the commercialisation of the project results and the accompanying background IP a realistic scenario. The partners are committed to support and sustain the venture financially so that it can be financially viable. The venture will become a member of EIT Digital in order to be eligible for other granted activity roles. The communication and dissemination strategy aims at reaching all involved stakeholders, which are, e.g., families, suppliers, clients, health and social care workers, insurers, societal entities, etc. Various communication channels will be used, including: publication of results in peer-reviewed and likely open source scientific journals; presentations at scientific conferences; a stakeholder outreach event; and a website for the venture.

Table 3.1 c Portfolio Level Deliverables			
DEL	DEL Description	WP	Due Date
1	Report on the Commercialisation Strategy and Financial Sustainability Mechanisms agreed, and copies of FS agreements signed for activities of the individual WP; including short information on start date and expected duration of activity; amount and timeline of expected revenues	WP1	29 July, 2022
2,3	Report on Financial Sustainability Mechanisms agreed, and copies of FS agreements signed for activities of the individual WP; including short information on start date and expected duration of activity; amount and timeline of expected revenues.	WP2, WP3	29 July, 2022
4	Start-up Amplifier implementation report will summarise the activities implemented in the Innovation Pillar to engage start-ups in start-up driven projects using the grant-for-option instrument Start-up Amplifier. The report will contain implementation deliverables, best practices and lessons learned.	WP1	31 March, 2022
5	Report on measures taken/implemented to increase the number of start-ups created from Education activities. The report will include the conclusions of the work to be developed with experts in the field, following up on the collaboration with working groups for the definition of the new degree programmes and the new fellowships. Other actions, such as synergies identified and/or established within the Business Creation pillar also would be detailed.	WP2	October 2022
6	Report on the marketing and advertising strategy used to attract more students for EIT labelled master's and PhD programmes. The report will include the actions and the monitoring of the results throughout the year, as well as a section on lessons learnt.	WP2	October 2022
7	Report on capacity building/ecosystem development of RIS hubs' regions.	WP4	September, 2022
8	Report on pilot FS mechanism activities in 2022.	WP 4	September, 2022
9	Reporting on the performed management activities, briefly summarising business portfolio management, including horizontal activities contributing to the Financial Sustainability of the KIC and compliance with good governance principles.	WP5	August, 2022
10	A report overview of the external communications successes achieved throughout the year, including a summary of media articles, website performance, and social media growth. This report will also include reference to any specific "internal" communications where relevant (ie to and within the partner network).	WP5	29 July, 2022
11*	Report on the implementation of the specific WP activities vis-à-vis the objectives and targets of the Business Plan and the KIC Strategic Agenda 2021-2027, covering among other matters, key successes and failures, WP contribution to the Financial Sustainability of the KIC. This will be based on ongoing interim reports to the CEO Forum.	WP6	August, 2022

**Note: In 2022 there is only one Thematic Innovation Activity – XKIC Child Obesity. This activity is regularly monitored by the CEO Forum through the Lead KIC.*

Selection Process leading to KIC Portfolio 2021 and 2022

The KIC typically publishes one call for proposals per year, with the deadline in March (year N-1) and the final selection results at the end of July (year N-1). Two calls contributed to the Business Plan 2021-2022 portfolio.

Due to the pandemic, the Business Plan 2021 call deadline was extended to July 2020 and selection was completed in the end of November. Some 304 proposals were submitted for the BP2021 Call, and 49 selected.

The 2022 Call was published in November 2020 with a deadline to complete proposals by 24 March 2021. In total, 158 proposals were submitted for the Business Plan 2022 Call and 30 were selected.

The submission of an Expression of Interest (EOI) before the complete proposal was part of the eligibility criteria for both calls. With a goal to improve quality and reduce costs, EOIs served to bring similar ideas together and to aid EIT Health in selecting the correct number and profile of evaluators. Please see section 1.2 for more detailed call figures. from EOI to final selection.

Stage 1: Eligible proposals were evaluated by five independent external evaluators based on evaluation criteria: Project Excellence and Strategic Fit (20%); Implementation (40%); Impact and Sustainability (40%). All evaluators are contracted by EIT Health e.V. and receive training on the EIT Health strategy, rules and procedures, including conflict of interest control. A maximum of 100 points was awarded by each reviewer during the remote evaluation. The final remote evaluation score is the average of all remote reviewers' scores. Invitations to hearings were based on the scoring/ranking from the remote evaluation. There are pathway specific thresholds that proposals must meet to move forward to hearings. For System and Organisational Innovation projects, specific evaluators were hired, and a specific scorecard was used. Evaluators were selected with attention paid to gender, age and demographic balance. For Education proposals, in addition to the various set of skills and expertise in specific fields and healthcare, 34% of the evaluators have citizen and patient expertise, either as patient advocates or as individuals with health conditions or caregivers. This played a key role in strengthening citizen engagement from the onset of the portfolio.

Stage 2: Hearings were conducted by an Evaluation Board for each pillar. The Evaluation Board for the hearings consists of five external experts and is chaired by a member of the Central Office management team. The external experts for all Evaluation Boards are appointed by the EIT Health Supervisory Board. The composition of the Evaluation Board is published prior to the hearings. Proposals are matched with evaluators based on the topics and evaluators' expertise. Due to the COVID-19 crisis, hearings for both years were conducted online. A maximum of 100 points is awarded from the hearings by each reviewer. The scorecard used is the same as for the remote evaluations. The final hearing score will be the average of all hearing reviewers' scores. The hearing scores count 75% towards the overall score.

Stage 3: Due diligence and valuation analysis (only for External Project Partners applying to the Start-up Amplifier Instrument) – please see more information in Work Package number 1, above.

The main criteria applied for the selection of proposals has also been described in Section 1.1 and 1.2 under Methodology. Each Work Package describes specifics to its portfolio selection. For the 2021/22 BP, EIT Health has increased requirements on the creation of societal impact that contributes to achievement of widespread and demonstrable socio-economic improvements and financial sustainability.

Final selection for the Business Plan was based on the overall external evaluation scores. All proposals received a comprehensive feedback letter with a final decision, scores and evaluator feedback including recommendations to improve the activity. Selected activities were proposed by the pillar to the Management Team and confirmed by the Supervisory Board. The Partner Assembly approved selections thereafter. The level of openness of the calls

beyond KIC partners, and measures taken to promote diversity and gender mainstreaming, have been detailed in Section 1.2 on Methodology.

Monitoring and Portfolio Reorientation

EIT Health follows robust monitoring processes to identify early deviations that might occur and/or strengths that should be built upon. Monitoring results allow the KIC to make key decisions, such as stopping projects, continuing projects, and in certain cases, granting additional funding. All projects are monitored at least once a year, generally six weeks before the amendment. Innovation projects have started following a milestone-based monitoring review. This means that the review takes place at crucial moments in the project's lifecycle rather than at a prescribed time in the year. During monitoring, activity leaders give a thorough update on status of the activity, including status of the workplan, KPIs, milestones, outputs and deliverables, budget plan, communication, marketing and branding, sustainability plans, and specifics in the business plan amendment, if relevant. After monitoring, a feedback report is produced that outlines main points discussed, recommendations and to-do items, with deadlines to be addressed by the consortium. Projects are scored using the following traffic-light system, which allows the KIC to take appropriate action:

- **Green:** Projects that are running well, are on-time, and delivering/over-delivering on their results. The recommendations by the independent reviewers and by EIT Health are along the lines of introducing the project team to the right people for their next steps. They are potentially “promoted” by offering communication and dissemination support (as success stories). Projects maintaining overall green status after one or more consecutive reviews are eligible for extra funding if available (on decision of the Functional Management Team), so they can deliver additional impact.
- **Yellow:** Projects that are running well but are either experiencing minor delays in key areas or are approaching key activities in the wrong fashion. Targeted recommendations are given, to get the projects back on track (in terms of timeline), and correctional action is suggested where needed. Problems are generally easily mitigated in the short term, based on an agreement with the EIT Health Central Office, without approval of the Management Team.
- **Red:** Projects that are substantially off-track, ie. they are not delivering KPIs, deliverables or outcomes on time, or the project is not going in the right direction. Strong recommendations are provided. These activities must have an agreed-upon mitigation plan, with deadlines as approved by the Functional Management Team. These projects may stay in the business plan if the activity moves out of red status by meeting the mitigation plan, with follow-up by EIT Health staff. If the project does not move out of a red status in the agreed-upon time, the Pillar Director proposes the activity to the Functional/Strategic Management Teams for termination.

Risks Assessment and Mitigation Measures

The main risks for the 2021-2022 Business Plan are related to the further impact of the transition to Europe's new programme “Horizon Europe”, potential budget cuts and the new legal position of the KIC and its partners – a situation that is still unclear for 2022 and under discussion with EIT. Delays deriving from the decision-making process of countries and legislative bodies as well as from adoption of KIC/partners to the new framework, might lead to cash shortages of stakeholders and operational implementation risks. Operations, as well as reputation, may be affected by ex-post call launch decisions on governance.

Mitigation measures include financial scenario planning and development of cash improvement measures, along with a continuous effort for alignment and clarification with EIT/EC and other KICs. EIT Health pursues open communication with all stakeholders, legal disclaimers will stay in place where appropriate. In 2021, EIT Health is

also undergoing significant organisational transformation to support our strategic goals. This will require substantial organisational changes and new processes, including the final establishment and integration of the newly founded commercial arm and a stronger integration of the Regional Innovation Hubs. Mitigation measures will include thorough internal discussion, planning and execution by the management, as well as external legal, IT and tax expert advice.

As for third-country Accession/Brexit: at the time of writing, it seems likely that the UK will be associated to the Horizon Europe programme, other third countries, such as Switzerland, most likely will not accede to EC's Horizon Europe programme. As financial and operational details, as well as timing, remain unclear, we consider all activities affected by the third-country non-accession budget cut to be at risk. Mitigation measures include postponements of project starts (executed for seven of eight new 2021 Innovation projects), cuts and postponements in central projects and risk assignments to partner consortia. These risk mitigation measures are continuously monitored and will be revised for 2022.

As part of the financial sustainability strategy EIT Health has been developing new business models to raise and foster financial income from revenues and assets. These new models will need to be tested, verified, or adapted. To mitigate risks, EIT Health applied risk deductions to planned revenues and asset sales.

COVID-19 and its potential impact on operations at EIT Health, and at project level, is evaluated as an ongoing risk impacting availability of laboratory and research facilities, the possibility to conduct clinical trials, usability studies and citizen engagement activities. In 2021 and 2022, EIT Health will build on mitigation measures developed in 2020/21 to decrease the impact of COVID-19 and accommodate the associated delays, namely:

- Ongoing surveys to understand the impact and underspending on the portfolio level.
- Flexible timing of monitoring reviews, to allow review of a project's mitigations plans and assess the impact on the project activities and budget.
- Project extensions to allow projects to finalise planned work.
- EIT Health maintains its flexible work policy (i.e. working from home).
- EIT Health will seek ongoing continuous communication on project monitoring and evaluation with EIT.

General risks around operational issues and the implementation of complex programmes are also valid. These possible risks, and their mitigation measures, include:

- Financial risks: Effective resource allocation and resulting grant utilisation are challenging as the overall budget, number of projects and involved stakeholders is high. The provision of guidance on a complex set of rules, as well as continuous central monitoring of projects, addresses this risk.
- Operational risks: In a highly decentralised organisation, it is a challenge to exercise effective project management that will help identify risks to implementation. Rigorous execution of our project monitoring process remains essential.
- Organisational Transformation: EIT Health is transforming its management structure, numerous systems and processes, in order to make the organisation leaner and more impactful. EIT Health has accelerated as planned the consolidation and implementation of cross-pillar and organisation wide tools. EIT Health also seeks alignment with other KICs to share fundamental IT-tools as part of X-KIC the shared service initiative.

In order to monitor and mitigate any risks beyond a single Business Plan Cycle, continuation activity proposals are partly scored based on their previous performance (see scorecard criteria).

Table 3.1d: Critical risks for implementation		
Description of risk (indicate level of (i) likelihood, and (ii) severity: low/medium/high)	Work package	Proposed risk-mitigation measures
<p>Horizon Europe Transition</p> <ul style="list-style-type: none"> • Legal position of KIC and partners • Cash shortage • Governance Changes • Reputation • Planning uncertainty <p><i>Likelihood: medium / Severity: medium</i></p>	All	<ul style="list-style-type: none"> • Financial and legal scenario planning. • Continuous alignment with EIT/EU and other KICs. • Open communication with partners and other stakeholders, Legal disclaimers. • Enforced risk management.
<p>EIT Health Organisational Transformation</p> <p>Disruption of:</p> <ul style="list-style-type: none"> • Group Governance Structure • Organisational Structure • Processes and Systems <p><i>Likelihood: low / Severity: medium</i></p>	All WPs, as far as EIT Health coordination, management is concerned	<ul style="list-style-type: none"> • Thorough internal discussion, planning and execution. • External professional advice and support.
<p>Third country Accession to HE</p> <p>Budget and planning uncertainty leading to</p> <ul style="list-style-type: none"> • Project delays • Project stops/reduction of scope • Lack of important partners in projects <p><i>Likelihood: high / Severity: high</i></p>	Across all WPs	<ul style="list-style-type: none"> • Strict risk mitigation planning, monitoring and execution. • Postponement of project start to 2022. • Applied budget cuts/reduction of scope. • Risk mitigation to partners/project consortia.
<p>Financial Sustainability</p> <ul style="list-style-type: none"> • Revenue Planning • ROI-Planning • Investment in new EIT Health lead businesses (Academy, WorkInHealth) • Additional Funding <p><i>Likelihood: low / Severity: high</i></p>	Across all WPs	<ul style="list-style-type: none"> • Revision of call and organisational structure. • Conservative Planning of Scope. • Risk Deductions on planned income. • Continuous Improvement and development. • Continuous monitoring.
<p>COVID-19 Pandemic</p> <p>Impact on health sector capacity, economic uncertainty, travel and patient/citizen engagement activities:</p> <ul style="list-style-type: none"> • Delayed trials and research • Withdrawal of professionals from Education • Withdrawal of students from mobility training • Discouragement of students to create a start-up • Delay of investment decisions • Availability/capacity of staff <p><i>Likelihood: high / Severity: high</i></p>	Across all WPs	<ul style="list-style-type: none"> • Ongoing surveys to understand the impact and underspending on the portfolio level. • Identification of affected projects through monitoring process. • Project extensions to allow projects to finalise work planned. Shift of KPIs where possible. • Flexible work policy. Ongoing continuous communication on project monitoring and evaluation with EIT.
<p>Transition of Medical Device Directive (MDD) to Medical Device Regulation (MDR):</p> <ul style="list-style-type: none"> • More stringent clinical evidence requirements and longer approval cycles, with long waiting times <p><i>Likelihood: high / Severity: high</i></p>	WP 1 - Innovation	<ul style="list-style-type: none"> • Identify affected projects through monitoring. • Request projects to present mitigation measures for the clinical delays, where possible. • Shift KPIs after 2022 to capture delayed impact. • Provide additional support from Hubs via regulatory webinars explaining new process.
<p>Delay in EIC Work Programme Definition</p> <ul style="list-style-type: none"> • Delayed project start <p><i>Likelihood: high / Severity: high</i></p>	WP 3	<ul style="list-style-type: none"> • Search for option to cover salaries of EIC pilot staff to bridge the gap until continuation • project starts.
<p>Due to the pandemic investment decisions delayed and investors follow a more conservative investment strategy</p> <ul style="list-style-type: none"> • Leads to less Investment Attracted by RIS start-ups <p><i>Likelihood: medium / Severity: medium</i></p>	WP 4	New acceleration programme for RIS start-ups (Attract-to-Invest) to prepare them to attract investment, create investment strategies, handle investor relations and organise Investor Forums.
<p>Lower interest of investors in RIS start-ups</p> <ul style="list-style-type: none"> • Leads to less Investment Attracted by RIS start-ups <p><i>Likelihood: medium / Severity: medium</i></p>	WP 4	Close collaboration with EIT Health Scale-up track programme owners to recruit RIS scale-ups to participate in and close investment rounds.

Table 3.1e: Summary of KIC and CLCs staff effort

	WP1	WP2	WP3	WP4	WP5	WP6	Total Person-Months per Participant
KIC LE	120	92	180	0	240	12	644
French Hub	24	24	24	0	0	12	84
German Hub	24	24	24	0	0	0	72
Spanish Hub	24	24	24	0	0	0	72
UK-Ireland Hub	24	24	24	0	0	0	72
Belgium-Netherlands Hub	24	24	24	0	0	12	84
Scandinavian Hub	24	24	24	0	0	0	72
InnoStars	24	24	24	180	0	0	252
Total Person Months	288	260	348	180	240	36	1,352

Table 3.1f 'Subcontracting costs' items –

The following tables explain the highest subcontracting cost per WP (KIC LE subcontracting tasks as WP leader).

WP 1 – Innovation – KAVA: 211174 Wild Cards		
	Cost (€)	Description of tasks and justification
Subcontracting	991,000	<p>For this WP, EIT Health will sub-contract:</p> <ul style="list-style-type: none"> – Communication and dissemination activities: a communication expert to aid in running a promotional campaign and creating communication materials – €10,000 for communication over 12 months (videos, branding and branded materials, website, social media, media outreach etc.). – Coaching and team building activities: a professional coach to support the transformation of Wild Card teams into high-performing teams – €60,000 (for 3 start-ups receiving €20,000 in coaching services in a year). – Business Model Validation: experts to facilitate customer discovery journey and acceleration process of the teams – €178,000 (up to eight teams at €22,250 for 9-week programme). – Evaluators for different stages of the programme: remote evaluation, Deep Dive, mentoring ventures, pitch training etc. €167,5k – Legal expenses: to facilitate negotiations with selected ventures, set up a legal framework for the programme and conclude necessary agreements (option agreement, terms sheet etc.) – €50,000.

WP 2 – Education – KAVA: 211179 Campus Coordination		
	Cost (€)	Description of tasks and justification
Subcontracting	595,000	<p>Subcontracting Marketing services such as:</p> <ul style="list-style-type: none"> – Supporting marketing for the education activities, particularly the launch of the EIT Health Academy in the second half of 2021. – Citizen Patient engagement: supporting a series of online interactive workshops across the organisation, research effort on key findings from efforts and publication of findings and dissemination – €60,000. – Consulting for upskilling team and partners in the space of evaluation and impact measurement in education, needs assessment, instructional design – €400,000.

WP 3 – Business Creation – KAVA: 210911 Gold Track		
	Cost (€)	Description of tasks and justification
Subcontracting	1,200,000	<p>The sub-contracting cost consist of the following in Business Creation's Gold Track programme:</p> <p>€1,200,000, corresponding to 3x4 slots in the programme. The money is paid to the subcontractor – ACI, as milestone payments of €100,000 per start-up per phase. EIT Health contracted an external service provider to provide the services to the selected start-ups (existing framework contract).</p>

WP 4 – RIS		
	Cost (€)	Description of tasks and justification
Subcontracting	2,470,840	<p>JUSTIFICATION 2021</p> <p>WP1: 247.950 EUR WP2: 269.541 EUR WP3: 169.849 EUR WP4: 575.000 EUR Total: 1.262.340 EUR.</p> <p>WP1:</p> <ul style="list-style-type: none"> - 80.000 EUR: Hospital validation workshop - 10.000 EUR: women entrepreneurship programme mentor and lecturer fee - 20.000 EUR: HelloAI RIS online mentor and lecturer fee - 27.500 EUR: Reactor start-up programme mentor and lecturer fee - 28.500 EUR: start-up application and business plan evaluation (150 applicants, 2 evaluation/applicant). - 27.500 EUR: start-up valuation database and innostarter website maintenance - 4.450 EUR: InnoStars Awards-RIS Innovation Call joint bootcamp lecturers - 50.000 EUR: RIS Grand final organisation by external service provider <p>WP2:</p> <ul style="list-style-type: none"> - 17.500 EUR: Methodology support for innovation ecosystem development - event organisation, lecturers, mentoring - 38.441 EUR: Innovation management expert for RIS innovation Call - 90.600 EUR: Cost of evaluation of innovation development programme first and second round - 100.000 EUR: Financial sustainability consultancy - 23.000 EUR: service portfolio development to ensure financial sustainability <p>WP3:</p> <ul style="list-style-type: none"> - 45.000 EUR: cost of mentoring for the hubs - 124.849 EUR has been allocated to subcontracts to the hubs to implement their organisational, promotional, ecosystem development tasks necessary to implement their yearly plan. <p>WP4:</p> <ul style="list-style-type: none"> - 415.000 EUR: promotion of EIT Health opportunities, increasing awareness and dissemination of success stories in 13 RIS countries delivered by professional PR agency. - 160.000 EUR: management related contracting cost, including bookkeeping and payroll services, VAT and other tax advisory, legal advisory, procurement advisory <p>JUSTIFICATION 2022</p> <p>The total subcontracting cost of the KAVA is 1.208.500 EUR: WP1: 250.500 EUR, WP2: 45.000 EUR, WP3: 346.000 EUR WP4: 567.000 EUR WP1 - 250.500 EUR: - 50.000 EUR: start-up application and</p>

		<p>business plan evaluation (300 applicants, 2 evaluations/applicant for BC programmes (InnoStars Awards, Attract2Invest) run by InnoStars). - 50.000 EUR: training programme for participants in Attract2Invest start-up competition aiming at accelerating market entry - 50.000 EUR: RIS Grand final organisation by external service provider - 20.000 EUR: startup demo day and investor forum delivered by external service provider - 58.000 EUR: InnoStars-Roche challenge-based start-up competition organisational fee (designing the programme, hosting, venue, catering, lecturers) - 12.500 EUR: HelloAI RIS online mentor and lecturer fee - 10.000 EUR: women entrepreneurship programme mentor and lecturer fee WP2 - 45.000 EUR: - 45.000 EUR: cost of evaluation of the proposals submitted to RIS Innovation Discovery Call WP3 - 346.000 EUR: - 22.000 EUR: vendor for organising CLC visit to a developed innovation ecosystem for the hubs aimed at knowledge exchange and transfer of best practices. - 12.500 EUR: Methodology support for innovation ecosystem development - event organisation, lecturers, mentoring - 45.500 EUR: cost of mentoring for the hubs - 266.000 EUR: 19.000 EUR/hub has been allocated to subcontracts to implement their ecosystem development, organisational, promotion tasks necessary to implement their yearly plan. Please note, that we plan to extend our hub network to Poland. Since the hub selection process has not completed yet, we cannot dedicate budget to that partner, hence – as a temporary solution – we allocated the cost of the new hub for an existing one (Asociata). WP4 - 567.000 EUR: - 400.000 EUR: promotion of EIT Health opportunities, increasing awareness and dissemination of success stories in 14 RIS countries delivered by professional PR agency. - 167.000 EUR: management related contracting cost, including bookkeeping and payroll services, VAT and other tax advisory, legal advisory, procurement advisory.</p>
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WP 6 – Management – KAVA: 211186 EIT Health Communications and Dissemination		
	Cost (€)	Description of tasks and justification
Subcontracting	1,624,193	<p>The subcontracting budget will be spent on expert agencies who give support in the areas of digital build, design, social media, and content.</p> <p>This will cover support in maintaining the EIT Health website and social media channels, the update and design of corporate materials, assets for campaigns such as videos, a media relations agency to support with press engagement, and use of communications platforms such as media monitoring and media databases.</p> <p>In addition, there is cost allocated to the maintenance and update of the internal digital platforms, Connections and Compass. All providers are selected according to relevant laws and practices and are awarded the business based on an appropriate tender process that is documented for auditing purposes.</p>

WP 6 – Cross-KIC – KAVA: 211189 Cross-KIC Strategic Regional Innovations		
	Cost (€)	Description of tasks and justification
Subcontracting	118,660	<p>Sub-contracting contains all project related mentoring, coaching and training services, communication and dissemination, as well as bookkeeping and payroll, VAT and other tax, legal and procurement advisory services.</p> <p>In detail: €118,660 is planned to support the EIT Jumpstarter programme and will include €17,000 for communications and dissemination (running two promotional campaigns during the call period and before the Grand Final). A third promotional activity is planned to support the communication of the results of the Final, announcement of the winner and thus increasing brand-awareness to the programme and the participating KICs.</p>

Table 3.1g: 'Purchase costs' items (travel and subsistence, equipment and other goods, works and services)

Please note that the total amount of purchase costs for WP1, WP5 and W6 are below 15% of its personnel costs and therefore not listed below.

WP 2 – Education		
	Cost (€)	Justification
Travel and subsistence		
Equipment		
Other goods, works and services	273.000	Budget for services related to the Learning Platform such as licenses or related services to support the launch of the Platform as well as 98,000 EUR for content production, videos and 80,000 EUR for platform yearly cost (licence, hosting, maintenance, configuration).
Remaining purchase costs (<15% of pers. Costs)	1.698.292 (13%)	
Total	1.971.292	

WP 3 – Business Creation		
	Cost (€)	Justification
Travel and subsistence		
Equipment		
Other goods, works and services	391.501	<p>ELISA kits, reagents (72.5K), laboratory consumables (30K), Tech Transfer Legal advice (5K), Patents (34K), Mkt & Commercialization & Health Economics studies (30K), Clinical advisors (10K), Clinical database (10K), Grant Mngmt. (15K), Comms/publicity/website (6K), Training (8K)</p> <p>Laboratory consumables, assays & reagents for sample preparation & technical validation (25K), Patent maintenance & new patent (60), Mkt & Commercialization & Health Economics studies & Business development (6K), Clinical advisors (10K), Legal advice (6K), Grant Mngmt. & General Management (10K), Comms/publicity/website (4K), Training (4K), Publications (2K)</p>
Remaining purchase costs (<15% of pers. Costs)	1.405.364 (14%)	
Total	1.796.865	

WP 4 – RIS		
	Cost (€)	Justification
Travel and subsistence		
Equipment		
Other goods, works and services	750.419	<p>JUSTIFICATION 2021</p> <p>The total cost of other goods and services is 320.419 EUR.</p> <p>WP1: 115.000 EUR</p> <ul style="list-style-type: none"> - RIS Academy Alumni events organisational costs, lecturers, moderators: 10.000 EUR - AI training programme for students training materials, online platform (hosting provider + platform itself + content development): 10.000 EUR - Reactor start-up accelerator programme training materials, online platform (hosting provider + platform itself + content development): 10.000 EUR - RIS Academy – InnoStars-Novartis joint hackathon venue, catering, photos, videos, training materials, lecturers: 20.000 EUR - RIS Start-up Factory bootcamps', trainings', networking events', grand final's venue and catering costs, photos, videos, training materials: 15.000 EUR - RIS Investor Forum – startup demo day and investor forum delivered by external service provider: 50.000 EUR <p>WP2: 24.594 EUR</p> <ul style="list-style-type: none"> - DRIVE methodology support for innovation ecosystems: organisation of workshops, venue, catering, infrastructure, video/photo, training materials: 18.000 EUR - Call application management platform: 6.594 EUR <p>WP3: 106.825 EUR for hubs for venue and catering costs of their events, promotion of EIT Health activities, dissemination of success stories, roll-ups, etc</p> <p>WP4: 74.000 EUR</p> <ul style="list-style-type: none"> - Staff events' venue and catering costs, cost of office rent, internet, telephone and online meeting (Zoom) services, IT support, Stationery, fees, licences etc: 74.000 EUR <p>JUSTIFICATION 2022</p> <p>The total cost of other goods and services is 430.000 EUR. WP1: 45.000 EUR, WP2: 3.000 EUR, WP3: 308.000 EUR, WP4: 74.000</p>

		<p>EUR WP1 - 45.000 EUR: - 16.000 EUR: RIS Start-up Factory bootcamps', trainings', networking events', grand final's venue and catering costs, photos, videos, training materials. - 15.000 EUR: Services for EIT Health Alumni – trainings, networking events' venue and catering, photos, videos, costs of moderators. - 14.000 EUR: AI training programme for students training materials, online platform (hosting provider + platform itself + content development) WP2 - 3.000 EUR: - 3.000 EUR: Services for RIS innovation project development workshop organisational cost WP3 - 308.000 EUR: - 30.000 EUR: RIS hub summits, CLC visits organisation, venue, catering, infrastructure, video/photo - 19.000 EUR: DRIVE methodology support for innovation ecosystems: organisation of workshops, venue, catering, infrastructure, video/photo, training materials - 259.000 EUR - 18.500 EUR/hub for venue and catering costs of their events, promotion of EIT Health activities, dissemination of success stories, roll-ups, etc. Please note, that we plan to extend our hub network to Poland. Since the hub selection process has not completed yet, we cannot dedicate budget to that partner, hence – as a temporary solution – we allocated the cost of the new hub for an existing one (Asociata). WP4 - 74.000 EUR: - 74.000 EUR: venue and catering costs, internet, telephone and online meeting (Zoom) services, IT support, Stationery, fees, licences, etc.</p>
Remaining purchase costs (<15% of pers. Costs)	368.700 (13%)	
Total	1.119.119	

Table 3.1h: 'Other costs categories' items (e.g. internally invoiced goods and services)

WP Number		
	Cost (€)	Justification
Financial support to third parties		Please see annex to EIT Health Business Plan
Internally invoiced goods and services		Not applicable

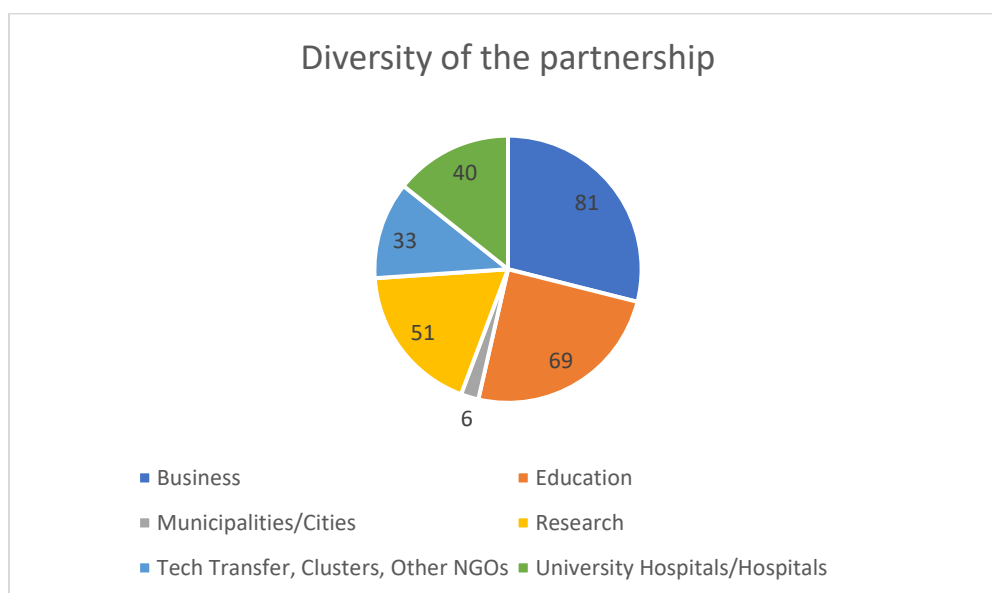
3.2 Capacity of participants in KIC Partnership as a whole

EIT Health is a network with a unique complementarity of public, private, academic and innovation partners, combining their strengths and assets to address the health challenges of an ageing population. Our focus on innovation and entrepreneurship, and supporting education of future healthcare professionals, combined with substantive investments by our partners, places EIT Health in a unique position to catalyse the development and implementation of transformative solutions. EIT Health strives to attract, and is open to, new members.

The right partnership to deliver the Business Plan 2021 and 2022

Some 280 organisations will deliver Business Plan 2021-2022. They include businesses (SMEs as well as global leaders), healthcare providers, public authorities, payors, clusters, universities, and patient and research organisations. The partners span multiple sectors, including biotech, chemicals, diagnostics, digital health, pharmaceuticals, ICT, insurance, med-tech, retail and telecoms. Hence, the partnership is deeply rooted in the health innovation eco-systems and ideally positioned to deliver the ambitious goals of BP 2021-2022.

The innovators involved in the projects capitalise on excellent expertise in multiple disciplines, ranging from the natural sciences (predominantly biology, chemistry and physics) to the formal and applied sciences, e.g. computer sciences, business, engineering and technology – and of course medicine and health. The involvement of experts in social sciences, particularly health economics and behavioural sciences, is of high relevance to the success of EIT Health. Finally, the engagement of experts from the social sciences, arts and humanities are important to foster the understanding of culture, ethics and values that are needed to contribute to the successful execution and implementation of many health innovation projects.



Broad engagement across Europe and formation of a new Hub in Austria

On 1 January 2022, EIT Health will launch its new Regional Innovation Hub in Austria. With strong local support, from three ministries and the city of Vienna, the Hub is well-resourced to ramp up quickly. The Hub will complement EIT Health' strong regional network, which spans most EU Member States.

Of the 280 organisations delivering the Business Plan, 177 are Core or Associate Partners of EIT Health (that number includes linked/affiliated parties). Another 103 are non-members, involved through open calls. These

figures underline the high engagement of the community of Partners that are full members of EIT Health as well as a wide variety of organisations that enrich the collaboration and contribute actively to the achievement of the Business Plan. We have seen a year-on-year increase in the number of these “External Project Partners”.

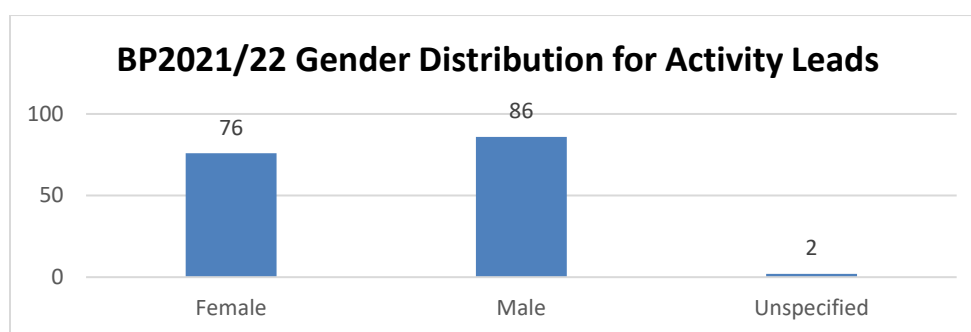
Focus on the involvement of SMEs

SMEs are Europe’s innovation drivers. While our Innovation, Business Creation and Education programmes offer a wide range of services and support schemes, SMEs are deeply involved – in collaborations with industry, healthcare providers or research organisations intended to accelerate their products and services to market. In BP 2021-2022, some 45 of the partner organisations involved are SMEs, i.e. ~ 22% of the partnership.

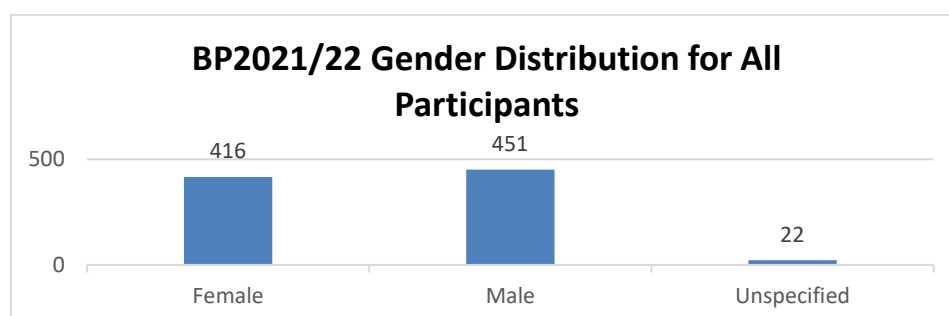
Focus on diversity and equal participation

The gender distribution in the Business Plan 2021-2022 portfolio is well-balanced.

The Business Plan currently includes 164 activity leads. Out of these, 86 are male, 76 are female and two are unspecified. Activity leads are key participants who take on the primary responsibilities of project coordination, effective implementation and reporting.



In total there are 889 individual participants in Business Plan 2021-2022. These include registered contributors, work package leaders and activity leads. Out of these, 451 are male, 416 are female and 22 are unspecified.



Focus on geographical reach and widening participation

The 280 partner organisations delivering Business Plan 2021-2022 are placed in European regions with different innovation capacity. Considering the data from 2021 EU Innovation Scoreboard:

- 15% of the partners are in “Innovation Leader” countries
- 42.9% in “Strong Innovator” countries
- 36.1% in “Moderate Innovator” countries
- 6.1% in “Emerging Innovator” countries

This shows that EIT Health succeeds in engaging partners, both from traditionally high-performing innovation ecosystems and those with lower innovation capacity. Moreover, we see a small shift, from a combined 35.4% of “Moderate” and “Emerging” countries in Business Plan 2020, to 42.2% in Business Plan 2021-22. Keeping in mind that the selection of partner organisation is excellence-driven and not bound to regional quotas, these figures show that outreach and support strategies work.

Accessibility of the Hubs of EIT Health and its Central Office:

EIT Health maintains offices, often shared with other KICs, for its own staff. These facilities can also be used to hold events and meetings. These offices are located in the locations where Partners build critical mass and are principally accessible to Partners, start-ups, alumni and other collaborators. In order to observe security and hygiene standards, access is managed by local office staff in an appropriate manner. More important than physical spaces are the digital platforms EIT Health maintains for collaboration.

Other Countries:

The BP2021/22 actively engages seven key organisations from other countries. Out of the seven organisations, six are leading UK Universities/Hospital universities that contribute essential and outstanding expertise and access to research infrastructure (i.e specific epilepsy research groups, clinical trial sites). Innovation Projects in particular rely on the strong expertise of these organisations to move through the critical path of the innovation journey.

The seventh organization is the EIT KIC Israel Lt, an organisation crucial to the ongoing implementation of the EIT Innovation Hub in Israel.

The detailed justification for the participation of each of these organisations has been provided in the Business Plan, in the EIT’s designated field “partner role description”.

Besides the seven organisations from other countries with grant in the Business Plan, there are numerous organisations from other countries that participate in the Business Plan at their own cost – bearing testament to the commitment of the partnership beyond funding. Furthermore, collaboration is foreseen with organisations mainly in the US, to support programme execution (e.g. ACI, Boston, in Gold Track or the Value Institute of Dell Medical School in Austin, Texas in education). In addition, several EIT Health programmes enable the entering of new markets outside Europe and will therefore also foster the collaboration with organisations beyond Europe, for example through Bridgehead Global.

Audit and Assurance:

1 Anti-Fraud policy

EIT Health will develop and publish an Anti-Fraud policy in Q1 2022. Current Anti-Fraud measures consists of proper tendering in line with requirements, review of all invoices and costs embedded in the KIC’s internal processes and monthly review of costs upon establishing monthly financial reports. Further procedures will be implemented such as:

- Yearly anti-fraud training for all employees
- Yearly risk assessment at company level
- Additional controls at disbursement (outgoing payment) level for both goods and services
- Working group on identifying the best mean to detect irregularities

2 Audit control system

Current controls are mainly implemented for financial disbursement. These controls are tested on an ad-hoc basis during the year. All disbursements are checked during and for the year-end reporting. Further tests and controls will be planned part of the monitoring plan.

Grant assurance and monitoring plan

Current grant assurance controls are performed during the CFS audit and are aimed ensure proper usage of the grant. Monitoring is performed either at year end or during the year (depending on the nature of the project) and KPI are regularly tracked and reported. Monitoring has been detailed in earlier sections.

As of 2022, EIT Health will design and implement improvements to our regular monitoring, both for financial and non-financial aspects to better track and evaluate Internal and Partner projects. A working group is planned for Q1 2022 and is aimed to design an updated monitoring plan for the second half of 2022.

Cross-KIC Scheme

Note: The Cross-KIC Activities Cross-KIC Food 4 Health which EIT Health leads and Cross-KIC Childhood Obesity which EIT Health participates in have been described in the WP 6 – Cross KIC Thematic Innovation Activities

Cross-KIC activities for which EIT Health leads or participates.	
Cross-KIC/HEI Activity	Level of KIC Participation
Cross-KIC Strategic Access to Finance	The KIC actively participates in this activity in Work Package (WP) EIC, EIB and EIF. It co-leads WP EIC.
Cross-KIC Strategic Synergies	The KIC actively participates in this activity in the WPs AI Talent Development in Europe and AI in Health.
Cross-KIC Strategic Education	The KIC actively participates in this activity in the WPs EIT Youth and Human Capital, and as the leader of the Alumni WP. EIT Health will assume a new role as the lead of a X-KIC consortium Alumni WP to support the implementation of the EIT Alumni agenda. Core tasks include organisation of annual X-KIC Alumni CONNECT event, management and coordination of the EIT Alumni Board activities (including meetings, reporting and data gathering), and promotion and communication activities related to X-KIC Alumni Communities.
Cross-KIC Shared Services	The KIC actively participates in this activity in the WP CLC consolidation (Paris and InnoStars – for which EIT Health France has the lead) and EIT House in Brussels.
Cross-KIC Strategic Outreach	The KIC actively participates in this activity in WP 3 (through activities such as Ecosystem, Business Creation & Business support activities, Education & Training and Innovation and Entrepreneurship, as well as Management and coordination).
Cross-KIC Strategic Regional Innovations	The KIC (InnoStars) leads this activity, participates in all WP and leads WPs EIT Jumpstarter, Synergies to Practice, Dissemination and Management.
HEI Capacity Building Initiative	The KIC actively participates in this activity in all WPs.

Appendix

List of obligatory deliverables:

Deliverables	KAVA reference	Description	Deadline
Call information and documentation	211200 EIT Health Project Management Office	Documentation related to the projects/KAVAs selection procedure which will take place in 2021 and 2022 ¹ . The main information has to be published on the KIC's website and the EIT website and will be published on the Funding & Tenders Portal (in line with the Commission's template). The timeline for providing the information will be agreed with the EIT and the Commission.	Documentation: At least 10 working days before the expected date of publication.
The ranking lists of the activities	211201 HQ Evaluations	The ranking lists (or similar) will be shared with the EIT at the end of evaluation, including the experts' evaluation results and subsequent KIC management decisions. All evaluated and ranked projects should be included. No specific format is required.	After the KIC's formal decision.
Call results and statistics	211200 EIT Health Project Management Office	This includes: <ul style="list-style-type: none"> Statistics on number of applications, per country, per thematic topics shall be published on the KIC's website and EIT shall be informed; a budget and funding overview; information on each activity selected for funding, including data on each participant and abstracts of the activity proposal, for publication purposes. This information shall be published on KIC's website and EIT to be informed.	After the KIC's formal decision. Provided EIT's approval related to EIT grant/KIC's BP is needed, after the EIT's approval.
Stakeholder Calendar 2021-2022	211187 EIT Health Public Affairs	Calendar of physical and online meetings with institutional EU and Member State Stakeholders will be provided to EIT on a bi-weekly basis (i.e Thursday of each second week) including meetings with high-level, institutional stakeholders at EU and Member State level planned for the upcoming month. Concretely: <ol style="list-style-type: none"> European Commission and related EU agencies/bodies (e.g. EIC): meetings Director and Director General (including their Deputies) and members of the College of Commissioners and their Cabinet members. European Parliament: meetings with MEPs. Council of the EU: meetings at the level of Deputy Permanent Representative, Permanent Representative. 	Thursday of each second week

¹ The assessment is linked with the EIT Monitoring Plans 2021 and 2022

Deliverables	KAVA reference	Description	Deadline
		4. Member States: meetings with Ministers & Vice-Ministers. KIC shall fill in calendar prepared and shared by the EIT.	
Events Calendar 2021-2022	211184 EIT Health Core Events	Calendar of events expected to have a major media impact, including announcements, and calls for activities, etc. will be provided to EIT on a monthly basis by 20 th of every month. KIC shall fill in calendar prepared and shared by the EIT.	By 20 th of every month
Press releases, news items and accompanying communications materials	211186 EIT Health Communications and Dissemination	Information about the events expected to have a major media impact (ref. events calendar 2021-2022) to be published on the KIC and EIT website. Draft text and accompanying communications materials for all channels to be shared 1 working day (24 hours) before publication.	As per Event Calendar
FS progress report	211200 EIT Health Project Management Office	The KIC shall report on the FS mechanism in place per KAVA in a format specified by EIT. Not all KAVAs need to have FS mechanism in place. However, the FS shall be ensured at portfolio level in line with the innovation principles and ensuring the financial sustainability of the KIC in multi-annual period. To consider the progress towards financial sustainability secured at portfolio level, together with the innovation projects principles, the EIT considers at least 50% of business creation/acceleration activities and ideally 30% of education activities to have financial mechanisms in place.	Quarterly basis
Annual work plan – Business Plan per se Year N and Year N+1	211200 EIT Health Project Management Office	KIC Business Plan (per se, excluding this appendix) should be published on the KIC website, together with the following information: <ul style="list-style-type: none"> 2021 and 2022 KIC Calls Planning: timeline and call description [format to be agreed between the EIT and KICs]. This shall be published together with the BP per se, in the framework of “annual work plan”. Budget: (i) Budget information (statement of revenues and expenditures planned in 2021 and 2022) and (ii) Staff plan. The document is expected to be published only after the GA signature. (For other documents to be published on the KIC website, please see the complete list in Art. 7.2 (e) of the Partnership Agreement)	31 December 2021 (see transition clause for PA Article 7.2 (e))
Strategic Agenda 2021-2027	211211 Strategic Initiatives	KIC Strategic Agenda 2021-2027 should be published on KIC website (as approved by the EIT). EIT to be informed when done.	31 December 2021 (see transition clause for PA Article 7.2 (e))

Deliverables	KAVA reference	Description	Deadline
Gender Mainstreaming Policy	211211 Strategic Initiatives	KIC's Gender Mainstreaming Policy should be adopted and put in place in 2021. The policy shall be submitted to EIT for review during the year 2021 and finalised by the end of the year.	31 December 2021 (see transition clause for PA Article 6.1).
KIC Anti-fraud Strategy and Code of Conduct	211211 Strategic Initiatives	KIC's Anti-fraud Strategy should be adopted and put in place in 2021.	Together with the interim report.
Pre-financing report - on portfolio level (pre-condition for the second pre-financing)	211200 EIT Health Project Management Office	As foreseen by Article 21-22 of the HE MGA, template to be provided by the EIT.	28 February 2022
Interim Report – on KAVA level	211200 EIT Health Project Management Office	As foreseen by Article 21-22 of the HE MGA, template to be provided by the EIT.	31 March 2022
Final report – on KAVA and on portfolio level	211200 EIT Health Project Management Office	As foreseen by Article 21-22 of the HE MGA, template to be provided by the EIT.	31 March 2023

Declarations

The KIC LE shall clearly select YES/NO to the below. Please, keep in mind that the EIT can only extend and amend the 2021 Grant Agreement if all is marked as YES.

Point 1 refers to the selection process carried out by the KIC and taking place during the year 2021 and 2022. The selected projects/activities may become new KAVAs or may be integrated in existing KAVAs. These projects/activities are expected to be implemented under the future grant agreements.

Point 2 refers to the KIC Portfolio monitoring and reporting carried out by the KIC as of 1 January 2021.

By submitting this Business Plan, the KIC LE legal representative declares on behalf of the KIC that the below conditions will be met.	
1) Selection procedure and criteria	[YES]
<ul style="list-style-type: none"> - selection procedure will be based on a transparent and well documented process using clearly set criteria YES - for the types of activities, the beneficiaries/recipients which can apply for funding under the respective KIC funding scheme will be clearly identified in advance. YES - open calls will be <ul style="list-style-type: none"> o published widely (including on the Funding & Tenders Portal, the EIT website and the KIC website); YES o kept open for at least two months; YES o open to all Horizon Europe eligible countries YES - applicants will be informed of call updates (if any) and the outcome of the call (list of selected projects, amounts and names of selected recipients) YES - measures to avoid potential conflicts of interest or unequal treatment of applicants will be ensured (notably through appropriate communication/exchange of information channels independent and fair complaint procedures) YES - proposals will be evaluated in accordance with the following pre-defined award criteria described in the call document: (a) Excellence (b) Impact (c) Quality and efficiency of the implementation and (d) KIC portfolio strategic fit and compliance with the financial sustainability principles and knowledge triangle integration and, for multi-beneficiary projects, (e) EU dimension (consortia with a pan-European character involving at least two independent entities from two different eligible countries) YES. Only internal, CLC lead and X-KIC KAVAs are selected in direct agreement with EIT Health - Proposals will be evaluated with the assistance of normally at least three independent external experts, on the basis of criteria defined in the call document. YES. Only internal, CLC lead and X-KIC KAVAs are selected in direct agreement with EIT Health - The KAVAs/project selection will be made based on the evaluation result and the pass threshold. YES - Each KAVA/project selected in 2021 and 2022 (except management KAVAs): 	

<ul style="list-style-type: none"> o has clear outputs / results contributing to the KIC strategic objectives; YES o implements a communication, dissemination and exploitation plans; YES o is subject to a formal ex-post impact assessment within at least five years after the end of the activity, to follow the impact of the activity's outputs. YES <ul style="list-style-type: none"> - For innovation KAVAs, the innovation project principles will be taken into account. YES 	
2) KIC portfolio monitoring and reporting:	[YES]
<p>The following standards for the monitoring and reporting of recipients shall be ensured:</p> <ul style="list-style-type: none"> - systematic monitoring and review of the supported projects (e.g. staff management, procurement, financial management, quality control, distribution and provision of support to final recipients, etc.), in the format and timing specified by the granting authority YES - effective and reliable monitoring and reporting of the supported projects (including information on indicators, EIT impact framework, progress towards financial sustainability, KIC partnership, legality and regularity of the expenditure claimed, etc.), in the format and timing specified by the granting authority YES - provisions for re-orienting or stopping underperforming projects (with regular 'go'/'no go' decision points, including a payment system linked to milestone achievements) and, for stopped activities, quarterly information of the granting authority YES, except we do not have a payment system linked to milestones in place yet other than signature of PGA and reporting - a mechanism to evaluate high potential project outcomes and fast track them towards further investment and rapid development YES 	
3) Risk of double funding/Decrease of Ambition	Yes
<p>The KIC ensures there is no decrease of ambition for 2021 activities as approved in BP2021 (aside of those agreed to be amended) and that there is no risk of double funding of activities in 2022 due to the BP timeframe extension. YES</p>	

Appeals procedure

Applicants to EIT Health Business Plans may appeal the process for the selection of their own proposal(s).

Consortium of running EITH Health activities may appeal the process for the results of yearly monitoring (Mid-term Reviews).

[Click here to read our appeals procedure.](#)