



BUSINESS PLAN

2026-2028

**Transforming Healthcare.
Strengthening Europe.**



Transforming Healthcare, Strengthening Europe.

EIT Health is Europe's leading health innovation network, bringing together organisations from business, research, education, healthcare delivery and the public sector to address some of the most pressing challenges facing health systems today. Through collaboration, investment, knowledge exchange and innovation, EIT Health supports the development, adoption and scale-up of solutions that improve health outcomes, strengthen healthcare systems and enhance Europe's global competitiveness.

What sets EIT Health apart is not only the breadth of its activities, but the strength of the community behind them. With more than 75 member organisations and an extensive network of partners, innovators, investors, policymakers and healthcare leaders, EIT Health acts as a connector across Europe's health ecosystem. By bringing together diverse expertise, perspectives and capabilities, it creates the conditions for innovation to move faster from idea to impact.

75+

**MEMBER
ORGANISATIONS**

OUR COMMUNITY

More than 75 leading organisations working together to drive real-world impact.



Business



Research



Education



Healthcare



Public Sector

Europe faces significant health challenges. An ageing population, rising levels of chronic disease, increasing workforce shortages and growing pressure on healthcare budgets are placing unprecedented demands on health systems. At the same time, advances in artificial intelligence, biotechnology, personalised medicine and digital health present new opportunities to improve care, increase efficiency and deliver better outcomes for citizens and patients.



EUROPE'S CHALLENGE

Our healthcare systems face unprecedented pressures that demand innovative solutions and collective action.



*Ageing
populations*



*Rising chronic
disease*



*Workforce
shortages*



*Increasing pressure
on public budgets*

Against this backdrop, EIT Health will continue to play a vital role in accelerating innovation, developing talent, supporting entrepreneurs and enabling the adoption of new solutions across Europe. Through this Business Plan, EIT Health will strengthen its position as a trusted partner for innovators, healthcare providers, policymakers, investors and educators, while delivering measurable impact for patients and society.

The organisation will also continue to strengthen its role as a convener and thought leader within the European health innovation landscape. Through strategic stakeholder engagement, public affairs activity, evidence generation and dissemination, EIT Health will contribute to shaping policy discussions and ensuring that innovation is embedded within the future development of healthcare systems across Europe.

At the same time, EIT Health will continue to invest in the growth and engagement of its community. Strong partnerships remain fundamental to achieving impact at scale, and the organisation will work closely with members and stakeholders to create opportunities for collaboration, knowledge sharing and collective action. By strengthening connections across regions, sectors and disciplines, EIT Health will help create a more resilient and effective innovation ecosystem capable of responding to Europe's evolving healthcare needs.

The 2026–2028 Business Plan therefore represents more than a programme of activities. It sets out a roadmap for how EIT Health will harness the collective strength of its community, influence the future direction of healthcare innovation and deliver sustainable impact for patients, citizens and health systems across Europe.



Our Vision and Strategic Objectives

OUR VISION



To transform healthcare systems for healthier lives and a sustainable health economy across Europe.



Over the next years we will focus on four overarching objectives:

- Enabling longer and healthier lives for European citizens.
- Reducing the burden of chronic disease through innovation and prevention.
- Addressing critical workforce shortages and skills gaps across healthcare.
- Strengthening Europe's competitiveness in an increasingly digital and innovation-driven global economy.

These objectives are closely aligned with European priorities, including the EU Strategic Agenda, the Competitiveness Compass, the Union of Skills, the AI Continent Action Plan, the Strategy for European Life Sciences, EU Biotech Act and broader efforts to strengthen Europe's strategic autonomy in health.

By aligning innovation, education and business creation activities around shared goals, EIT Health will support both immediate healthcare challenges and long-term systemic transformation.

Three Strategic Priority Areas

The Business Plan is built around three mission-driven Flagships that will serve as the primary focus for EIT Health activities over the next three years.



DIGITAL TRANSFORMATION OF HEALTHCARE

Accelerating the adoption of AI, digital technologies and health data solutions to improve patient outcomes and healthcare efficiency.



NEW MODELS TO DELIVER HEALTHCARE

Supporting integrated, patient-centred and value-based approaches that make healthcare systems more resilient and sustainable.



COMPETITIVENESS OF EUROPE

Helping Europe's most promising innovators and ventures bring breakthrough health solutions to market and scale internationally.



Digital Transformation of Healthcare



Digital technologies have the potential to revolutionise healthcare delivery, improve patient outcomes and increase system efficiency. However, adoption remains uneven across Europe.

Our focus on the digital transformation of healthcare will support the development and uptake of artificial intelligence, digital health technologies and data-driven solutions that help healthcare systems become more connected, responsive and effective.

Key areas of focus include:

- Artificial intelligence and machine learning applications
- Digital diagnostics and decision-support tools
- Health data utilisation and interoperability
- Support for implementation of the European Health Data Space
- Digital solutions that improve patient outcomes and operational efficiency

Through our calls for these activities, EIT Health will help innovators navigate increasingly complex regulatory environments while supporting healthcare providers to adopt and scale proven innovations.



New Models to Deliver Healthcare

Healthcare systems across Europe are under pressure from demographic change, workforce shortages and rising demand. Traditional models of care are often no longer sufficient to meet future needs.

This includes:

- New care pathways and service models
- Integrated and community-based care
- Workforce innovation and productivity improvements
- Patient-centred and value-based healthcare approaches
- Health system transformation initiatives



The goal is to improve outcomes for patients while making healthcare systems more sustainable, resilient and efficient.



Competitiveness of Europe



Europe possesses world-class research and innovation capabilities, but often struggles to translate these strengths into globally competitive businesses and commercial success.

Our work in this area will focus on supporting start-ups, scale-ups and innovators to bring new solutions to market, attract investment and grow sustainable businesses.

Priority activities include:

- Venture building
- Commercialisation support
- Investment readiness
- Market access acceleration
- Internationalisation and scale-up support

These calls will contribute directly to Europe's ambition to remain a global leader in health innovation while strengthening economic growth and job creation.



Delivering Impact Through Innovation and Talent

A defining feature of this new business plan is the introduction of two integrated pathways that bring greater coherence and visibility to EIT Health's activities.

The Innovator Journey

The Innovator Journey provides a structured pathway that supports innovators from early-stage concept development through to commercialisation and market adoption.

INNOVATOR JOURNEY



Idea



Validation



Commercialisation



Market Adoption

Through programmes including Innovation Validation, Innovation Uptake, Open Innovation, the Transformative Health Instrument, Catapult and the Deep Tech Venture Builder, innovators will receive targeted support at each stage of their development.

The approach ensures that innovation activities do not operate in isolation but instead contribute to a coherent ecosystem that accelerates progress from idea to impact.

The Innovator Journey is designed to:

- Increase the number of innovations reaching the market
- Support start-up and scale-up growth
- Attract private investment
- Accelerate adoption by healthcare systems
- Generate measurable benefits for patients and citizens

The Talent Journey

The Talent Journey addresses one of Europe's most significant challenges - ensuring that healthcare systems have the skills and capabilities required for the future.



The pathway supports learners at every stage of their careers, including students, researchers, entrepreneurs, healthcare professionals and industry employees.

Activities will focus on:

- Entrepreneurship education
- Upskilling and reskilling
- Professional development
- Lifelong learning
- Leadership and innovation capabilities

By integrating education, innovation and business creation, EIT Health will help create a workforce capable of driving and adopting healthcare innovation across Europe.

Building a Stronger EIT Health

The Business Plan also reflects a significant transformation of EIT Health's operating model.

Building on reforms initiated in recent years, EIT Health has transitioned to a simplified organisational structure centred on a single legal entity. This new model strengthens accountability, improves efficiency and creates a more sustainable platform for future growth.

Key elements of the transformation include:

- A unified legal and financial structure
- Leaner governance and decision-making processes
- Stronger compliance and internal controls
- Simplified financial reporting
- A network of regional offices maintaining local engagement and intelligence gathering across Europe

The organisation will continue to maintain a strong regional presence while benefiting from greater consistency, transparency and operational efficiency.

This transformation supports EIT Health's ambition to become a more agile organisation that can respond rapidly to changing market conditions, policy developments and stakeholder needs.

Financial Sustainability and Long-Term Resilience

A central objective of our business plan is to strengthen EIT Health's financial sustainability and reduce long-term dependence on EIT funding.

The organisation is implementing a diversified revenue model that combines public funding with commercial revenues, membership income, alternative funding sources and returns from investment activities.



Over the next three years we expect to generate approximately €59.4 million in revenues through a combination of:

- Membership fees
- Alternative funding sources and grants
- Education and training activities
- Consulting and service offerings
- Returns from venture investments and assets

The Business Plan embeds financial sustainability mechanisms across all activities and portfolios, ensuring that programmes are designed not only to deliver impact but also to contribute to long-term organisational resilience.

This approach reflects the maturity of EIT Health as an innovation community and supports its transition towards a more diversified and sustainable funding model.

BUILDING A STRONGER EIT HEALTH



Unified legal structure



Stronger governance



Operational efficiency



Diversified revenue streams



Financial sustainability

LOOKING AHEAD TO 2028

Accelerating healthcare innovation.
Strengthening Europe's competitiveness.
Improving lives,

Real impact for patients,
citizens and health systems.

Measuring Success

The Business Plan includes a robust framework for measuring performance and impact.

Progress will be monitored through the EIT Impact Framework and a comprehensive set of performance indicators covering innovation, entrepreneurship, education, financial sustainability and stakeholder engagement.



By 2028, EIT Health aims to achieve significant outcomes across all areas of activity, including:

- Increased numbers of innovations reaching the market
- Greater investment attracted by supported companies
- Thousands of learners benefiting from education and training programmes
- Growth in start-up and scale-up activity
- Enhanced adoption of innovation by healthcare providers
- Expanded collaboration across Europe
- Stronger financial sustainability

The organisation also expects to make a substantial contribution to European policy priorities through evidence generation, thought leadership and stakeholder engagement activities.



Looking Ahead

The Business Plan 2026-28 marks an important milestone in the evolution of EIT Health.

Building on more than a decade of experience, the organisation is entering a new phase focused on impact, sustainability and long-term value creation. Through its three strategic priorities, integrated Innovator and Talent Journeys, and strengthened organisational model, EIT Health is creating the foundations for a stronger and more resilient European health innovation ecosystem.

By 2028, EIT Health aims to have accelerated the development and adoption of healthcare innovations, supported the growth of Europe's most promising health ventures, equipped thousands of professionals with future-focused skills and strengthened healthcare systems across the continent.

Above all, EIT Health will continue bringing together the people, organisations and ideas needed to transform healthcare for the benefit of patients, citizens and society, ensuring that Europe remains a global leader in health innovation for years to come.