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7-Year Review of 2nd Wave KICs: EIT Health

Final Report

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2. List of abbreviations

Abbreviation	Full name/term
CEO	Chief executive officer
CLC(s)	Co-location Center(s), Regional Innovation Hubs
CoI	Conflict of Interest
EIT	European Institute of Innovation and Technology
EIT Health / KIC	European Institute of Innovation and Technology Health / Knowledge and Innovation Community
ELSI	Standing Committee on Ethical, Legal and Social Implications
EU	European Union
FS	Financial Sustainability
FPA(s)	Framework Partnership Agreements
GB	Governing Board
GGP	Good Governance Principles
IP	Intellectual Property
IP Board	Intellectual Property Board
KAVA(s)	Knowledge and Innovation Community's Added Value Activity/-ies
KCA	Knowledge and Innovation Community's Complementary Activities
KICs	Knowledge and Innovation Communities
KPI(s)	Key Performance Indicators
KT	Knowledge Triangle
KTI	Knowledge Triangle Integration
LE	Legal entity
MB	Management Board
MOOC(s)	Massive open online course(s)
NGO(s)	Non-governmental organization(s)
PA	Partner Assembly
SIA	Strategic Innovation Agenda

Abbreviation	Full name/term
SME(s)	Small and medium-sized enterprises
ROI	Return on Investment
RIS	Regional Innovation Scheme
SA	Strategic Agenda
SB	Supervisory Board
SGA(s)	Specific Grant Agreement(s)

3. Introduction

This report covers the findings of the 7-year assessment of EIT Health Knowledge and Innovation Community (hereinafter "KIC" and / or "EIT Health") conducted by White Research and Deloitte. Beyond the methodological overview, the report is organised into individual chapters as follows:

- KIC Governance, KIC Partnership, Processes & Operations
- KIC Funding, Financial Sustainability & Business Models
- Knowledge Triangle Integration, Innovation Ecosystem and Regional Innovation Hubs (Co-location Centres)
- Education & Alumni
- Innovation & Research
- Entrepreneurship & Business Creation
- EIT Regional Innovation Scheme (EIT RIS)
- Synergies, Complementarities & Cross-KIC collaboration
- Communications, Dissemination & Outreach

In each chapter, activities and results, financial framework and budget, strengths and weaknesses are assessed and recommendations are made. The report concludes with separate chapters featuring recommendations based on the findings of the assessment and a justification for the overall scoring of the KIC. An overview of the methodology and data sources is provided in the Annex.

European Institute of Innovation and Technology

Established in 2008 as a driver of European innovation,[1] the European Institute of Innovation and Technology (hereinafter "EIT") is an agency of the European Union (hereinafter "EU") based in Budapest, Hungary. The EIT was created to strengthen the EU innovation capabilities and increase EU competitiveness and sustainable economic growth by fostering and enhancing cooperation among entrepreneurs, academia, and research institutes. The EIT supports the development of dynamic, long-term, cross-border and public-private partnerships among businesses (industry and SMEs), research centres and universities to address and devise solutions to pressing global challenges through partnerships called Knowledge and Innovation Communities (hereinafter "KICs").

The KICs are dynamic cross-border partnerships that develop innovative products and services and launch them on the market, create the environment for the establishment of new innovative companies, as well as train a new generation of entrepreneurs and allow them to thrive. In 2014, the EIT created two additional KICs that have been addressing health and raw materials topics, following the approval of the Strategic Innovation Agenda (hereinafter "SIA") through a Decision adopted by the European Parliament and the Council of the EU.[2] In accordance with Articles 10 and 11 of the EIT Regulation (recast),[3] the KIC's have been subject to comprehensive assessments prior to the expiry of their initial seven-year partnership agreement. For the 2nd-wave KIC's, this assessment is being conducted in 2021-2022 to cover the first seven years of operation, 2015-2021.

EIT Health

EIT Health is a vibrant community including some of the world's leading health innovators. EIT Health has a pan-EU presence with its seven Regional Innovation Hubs [hereinafter "CLC(s)", previously called as Co-location Center(s) or "CLC(s)"]) and InnoStars, which is a unique cluster focused on regions with innovation capacity. Launched in January 2022, EIT Health Austria is the newest of the EIT Health Regional Innovation Hubs besides EIT Health Belgium-Netherlands, EIT Health France, EIT Health Germany, EIT Health Scandinavia, EIT Health Spain, EIT Health Ireland-UK. EIT Health has expanded

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[1] European Parliament and Council of the European Union. 2008. Regulation 294/2008. Accessed on September 17th, 2021. Available at: https://eur-lex.europa.eu/legal-content/EN/ALL/?uri=CELEX%3A32008R0294.

[2] European Parliament and Council. Decision n. 1312/2013/EU.

[3] 3 Regulation (EU) No 2021/819 of the European Parliament and of the Council of 20 May 2021 on the European Institute of Innovation and Technology (recast), OJ L 189, 28.5.2021, p. 61

its presence through an EIT Health Regional Innovation Scheme in 12 countries across Central, Eastern and Southern Europe and new Hubs are being established. EIT Health also leads the development of the EIT Hub in Israel, which connects innovators across Europe to other key thriving ecosystems beyond the EU. During the period from 2016 to 2021 the KIC had more than 200 core and associate partners and more than 200 project partners[4] involved across different healthcare sectors. EIT Health has identified six healthcare challenges that shall be tackled to strengthen healthcare systems, promote better health of citizens, and contribute to a sustainable health economy in Europe.[5]

Furthermore, EIT Health was established to promote and manage activities designed to address the changes in Europe related to health and well-being. The KIC's mission is to promote entrepreneurship and develop innovations in the areas of healthy living and active ageing across Europe and thus enable citizens to lead healthier lives, as well as contribute to the sustainability of healthcare in Europe. EIT Health activities exploit the benefits of connecting innovation, education and entrepreneurship and in this way, implement multidisciplinary projects.

EIT Health partners aim to proactively apply their strength and resources towards achieving the goals of the KIC. Together, the partnerships can identify and close competency gaps, connect innovation hubs together and scale up innovations. The COVID-19 crisis highlighted the need for such healthcare collaborations and underlined the value of EIT Health in identifying needs and gaps created by the crisis and implementing appropriate measures in response.[6]

7-Year Assessment of 2nd-Wave KICs

As the first seven-year Framework Partnership Agreements (hereinafter "FPAs") of EIT Health and EIT RawMaterials draw to a close, a mid-term review is necessary to assess the KICs' achievements compared with what was promised in their proposals, Strategic Agendas, Business Plans and grant reports. More specifically, the assessment shall review all areas of activities relevant for a KIC. In accordance with requirements in the EIT Strategic Innovation Agenda,[7] Article 12 of the Partnership Agreement[8] and Articles 10 and 11 of the EIT Regulation,[9] a comprehensive assessment was conducted in line with the standards put forth by the Better Regulation Guidelines[10] and the criteria for European Partnerships set out in the Horizon Europe Regulation.[11]

In order to provide a comprehensive assessment, scores[12] were given based on the review of the following criteria:

1. Relevance to the Union's global challenges (15 points)
2. KIC's Union added value and relevance with regard to the objectives of the EIT (15 points)
3. Achievement of KIC's objectives (15 points)
4. KICs efforts to coordinate their activities with other relevant research and innovation initiatives (5 points)
5. KIC's capacity to ensure openness to new members (5 points)
6. KIC's achievements in attracting new members from across the Union (10 points)

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[4] Number of partners from the database of EIT (EIT Health - Partnership Evolution 2016-2021)
[5] EIT. EIT Health Brochure. Accessed on December 6th, 2021. Available at: EIT-Health-Brochure.pdf (eithealth.eu)
[6] EIT. EIT Health Strategic Agenda 2021-2027 A synopsis. Accessed on December 6th, 2021. Available at: EIT-Health-Strategic-Agenda-Synopsis-2021-27.pdf (eithealth.eu)
[7] Decision (EU) 2021/820 of the European Parliament and of the Council of 20 May 2021.
[8] European Institute for Innovation and Technology (EIT). "Model EIT KIC Partnership Agreement". Accessed on September 17th, 2021. Available at: https://eit.europa.eu/sites/default/files/eit_kic_partnership_agreement_v1.0_final_14-03-2021.pdf
[9] Regulation (EU) No 2021/819 of the European Parliament and of the Council of 20 May 2021 on the European Institute of Innovation and Technology (recast), OJ L 189, 28.5.2021, p. 61.
[10] European Commission (EC). "General Principles". Better regulation: guidelines and toolbox. Accessed on September 17th, 2021. Available at: https://ec.europa.eu/info/law/law-making-process/planning-and-proposing-law/better-regulation-why-and-how/better-regulation-guidelines-and-toolbox_en
[11] Regulation (EU) 2021/695 of the European Parliament and of the Council of 28 April 2021 establishing Horizon Europe – the Framework Programme for Research and Innovation, laying down its rules for participation and dissemination, and repealing Regulations (EU) No 1290/2013 and (EU) No 1291/2013, OJ L 170, 12.5.2021, p. 1.
[12] The maximum and treshold points for each criteria was predefined by EIT.

7. KIC's compliance with good governance principles (10 points)
8. KIC's effort and results in designing and implementing gender-sensitive measures and activities (5 points)
9. KIC's capacity to develop sustainable innovation ecosystems and the achieved level of financial sustainability (20 points)

Points were awarded based on whether the detailed indicators under each criterion category were met, the number and significance of shortcomings and weaknesses. Desk research was conducted, supplemented by key-informant interviews and targeted surveys to assess the performance of each KIC. The desk research reviewed regulations and documents listed in Annex and provided by EIT:

- EIT regulations, guidance, and principles
- KIC proposals, agreements, business plans, reports and action plans
- previous external evaluation and impact study findings
- internal monitoring data and EIT recommendations and
- other background data and materials share by the KIC throughout the entire assessment period.[13]

Qualitative, semi-structured interviews were carried out with representatives of the KIC's management and key KIC's partners to complement, triangulate, and further clarify data collected through desk research and surveys. Surveys were designed to assess KIC's results and its socio-economic impact targeted towards graduates from EIT labelled and non-labelled programmes and ventures supported by the KIC.

Based on the results of this assessment, the EIT Governing Board will decide to continue, modify or discontinue financial contribution to the respective KIC, with the consultation of the Member State Representative Group.

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[13] See ANNEX V. Reference list for a more detailed literature review.

4. Executive summary

The report covers the findings of the 7-year assessment of EIT Health Knowledge and Innovation Community (hereinafter "KIC" and / or "EIT Health") conducted by White Research and Deloitte, according to the framework contract 21-3030-03/EIT. Under the contract, two 2nd wave KICs have been assessed, namely EIT Health and EIT RawMaterials, using a single assessment methodology. This report covers the overall evaluation proceeding and findings related to EIT Health.

EIT Health was established to promote and manage activities designed to address the changes in Europe with regards to health and well-being. The KIC's mission is to promote entrepreneurship and develop innovations in the areas of healthy living and active ageing across Europe and thus enable citizens to lead healthier lives, as well as contribute to the sustainability of healthcare in Europe. EIT Health activities exploit the benefits of connecting innovation, education and entrepreneurship and in this way, implement multidisciplinary projects.

The assessment has been carried out in line with the requirements set out in the Request for Service No. 01 implementing document (Ref. Ares (2021)5479007 - 06/09/2021), using the **following methodological tools:**

1. Desk research:

The goal of the desk research was to collect both qualitative and quantitative data on the KIC's activities, impact and results. The documents assessed were partly declared in the above referenced Request for Services document, additional documents needed for the assessment were requested from EIT and EIT Health.

2. Surveys:

Surveys created to assess EIT Health results and socio-economic impact targeted graduates from EIT labelled and non-labelled programmes and ventures supported by the KIC. These surveys were produced based on the surveys pre-designed by EIT, which were then further adapted to their more comprising versions to ensure all gaps left by the desk research were filled.

3. Semi-structured interviews:

The semi-structured interviews have been carried out with EIT Health representatives and key EIT Health partners to complement the data collected during the desk research and surveys.

4. Triangulation, conclusions and recommendations:

The goal of using this method was to address all the data findings from the aforementioned collection, and if necessary, complete it with any additional findings to reach solid conclusions of this assessment. Based on this, we were able to formulate all relevant recommendations.

During the assessment, the KIC's results and activities were assessed along the following areas:

KIC Governance, KIC Partnership, Processes & Operations

In Chapter 6, an overview of the EIT Health' activities relating to its governance, partnership and operations was provided, followed by their assessment. The KIC has brought very good added value for the innovation ecosystems, animating space for innovations through the facilitation of collaborations among organizations from different sectors across and even outside of Europe. The KIC was able to swiftly adapt to new challenges and needs of the healthcare sector with regard to the COVID-19 pandemic. However, some specific areas need to be further developed, i.e. the KPIs and the related monitoring system should be strengthened with clearly defined and realistic goals and it should include specific KPIs and monitoring

methods for monitoring the impact of the gender sensitive measures, and the KIC's governance should be further developed to be fully compliant with the good governance principles.

KIC Funding, Financial Sustainability & Business Models

Through Chapter 7, the assessment addressed the KIC's financial sustainability mechanisms that are in place and the performance of the KIC in this regard thus far. As a rule, within EIT, e.g., KIC should become financially sustainable by the end of the fifteen-year funding agreement, thus the KIC must start introducing and implementing specific financial sustainability measures early on. EIT Health is currently strongly dependent on membership fees and has achieved rather modest results in alternative income-generation throughout the years. The KIC is able to meet the financial KPIs (e.g., co-funding rates, FS-coefficient) and has numerous plans and measures in place to further diversify its revenue portfolio. However, it is unclear whether such measures will be able to attract adequate revenues and thus ensure the KIC's financial sustainability in the long-term.

Knowledge Triangle Integration, Innovation Ecosystem and Regional Innovation Hubs (Co-location Centres)

Chapter 8 assessed one of the KIC's most important objectives—knowledge triangle integration (hereinafter "KTI"). The KIC has contributed to the creation of healthcare innovation ecosystems and to bringing added value by facilitating and coordinating the networking of a rather extensive and balanced partnership. Knowledge triangle (hereinafter "KT") partners had the opportunity to build international connections and partnerships across Europe, with partners such as industry actors (both start-ups / scale-ups and highly developed ventures), hospitals and healthcare providers, NGOs, public administration bodies, research organizations and higher education actors. The Regional Innovation Hubs were able to successfully coordinate the KIC's partners and activities and InnoStars helped connect stakeholders from emerging regions with modest innovation abilities with highly developed actors from numerous countries. However, the created ecosystems are fragile and not sustainable in the long term. There is a need of ongoing support and active role of EIT Health to keep these ecosystems alive and fully self-sufficient in the long run.

Education & Alumni

Chapter 9 focuses on the performance of EIT Health in its educational and training offerings. Education is one of the cornerstones of the KTI scheme and a key pillar of the KIC's activities. EIT Health pursues innovations in the healthcare sector through inspiring and educating master and PhD students but also the wider public and other experts in various fields, particularly developing entrepreneurship skills and competences. The EIT Health Alumni is also a strong platform to maintain contact with the EIT educational programme graduates. The educational activities of EIT Health have, however, not been able to attract many students and thus reach the pre-defined KPIs throughout the years. For this reason, a thorough redesigning of the educational activities is already taking place. EIT Health should improve planning and methodology to reach EIT core and KIC's specific KPIs in the area of Education.

Innovation & Research

In Chapter 10, an assessment of EIT Health activities in research and innovation is conducted. Innovation is another of the three pillars in the KTI scheme and an essential part of the KIC's activities. EIT Health was able to foster around 140 innovation projects throughout a number of specialized activities and programmes, bringing together knowledge and expertise from different angles within the KTI scheme. The three types of current Innovation activities (partner-driven, start-up driven, high value care projects) have clear targets and measurable outputs. However, there is untapped potential in digital innovation products and services, which should be better exploited. Also, by opening the Call for Activities for non-KIC partners, EIT Health could attract more innovative industry players and thus create a higher added value.

Entrepreneurship & Business Creation

In Chapter 11, an assessment of EIT Health' entrepreneurship and business creation activities is provided. Entrepreneurship & Business Creation is the third cornerstone

of the KTI scheme and therefore the third key pillar of the KIC's activities. EIT Health has incorporated elements of business creation / business support in all innovation projects, e.g., links to local market / procurement expertise to support project teams and accelerated evaluation and co-creation of innovations through living labs and testbed network and facilitated several synergies within the pillar and across the pillars through business creation. EIT Health has been strong in supporting a large number of ventures and helping them attract significant investments. Despite numerous initiatives to support business creation, however, the KIC has not been able to attract significant revenue from its activities. Moreover, the KIC has achieved rather low results in creating new start-ups through its business creation activities.

EIT Regional Innovation Scheme (EIT RIS)

Chapter 12 covers the assessment of EIT Health' Regional Innovation Scheme (hereinafter "RIS") activities. EIT RIS was created to foster innovation in the emerging countries and regions of Europe, where innovation capacity remains rather low. EIT Health has reached significant results through this scheme by helping build local innovation ecosystems, engaging with numerous local stakeholders and linking local and regional innovators from the EIT RIS geographical area to the more innovative ecosystems of Europe. InnoStars, a unique cluster of partners within the RIS, has been very effective and successful in knowledge transfer activities and in creating collaborations and links between RIS and non-RIS partners.

Synergies, Complementarities & Cross-KIC collaboration

Chapter 13 covers the synergies, complementarities and cross-KIC collaborations of EIT Health. One of the KIC's operational goals is to provide support in building synergies with other funding schemes, European goals and in cross-KIC cooperation, which would increase innovation potential. EIT Health has been able to facilitate effective cross-CLC and cross-KIC collaborations, contributing to the sharing of best practices, better mutual coordination, increased RIS efficiency and integration of the KT. However, while some efforts have been made in this regard, there is still untapped potential in synergies with other EU and global initiatives. Currently, there is no monitoring system in place to measure the synergies and collaboration between partners. The elaboration of SMART goals and indicators is needed to clearly show which synergies / complementarities are expected to be achieved on the cross-KIC, regional, European and worldwide levels.

Communications, Dissemination & Outreach

The communication and dissemination activities of the KIC are assessed in Chapter 14. Sufficient outreach and communication are an overarching objective of EIT and all KICs. It should be an integral part of all activities implemented by the KIC. From 2019 a strong focus has been put on the communication activities. The KIC has achieved a good level of media presence and reputation in the innovation accelerators landscape in Europe. The communication activities and presence of CLCs have played the key role in promoting and increasing the visibility of EIT Health in the EU-Member states. It should be highlighted that InnoStars has been able to engage a significant number of stakeholders and citizens as well as to engage more start-ups through its communication activities.

To sum up, the KIC managed to contribute to bringing innovations to the healthcare sector in Europe and tackling the societal challenges it was established for, namely, to promote healthy living; to support active ageing; to improve healthcare.

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Summary of the Assessment Criteria

Criterion	Summary Assessment	Relevant chapters	Scoring (points)
	Global Score: 67 / 100 **Global Threshold: 60 / 100**		
Relevance to the Union's global challenges	While there were significant data gaps on the level of impact achieved and shortcomings in performance across some of the indicators, the activities of EIT Health are excellently aligned with the objectives of the Union and the results of these activities contribute towards addressing the KIC's societal challenge. Therefore, the KIC's performance for this criterion has been assessed as **Very good**. In the upcoming period, there is a reasonable potential for the KIC to reach even greater impact due to higher innovation commercialization efforts, also spurred by COVID-19. Assessment **1.1 – Very Good:** The activities of EIT Health are well aligned with the objectives of the Union, including boosting economic growth, human capital and job creation, strengthening the innovation capacity of the Members States, fostering innovation and entrepreneurship, as well as quality of life and sustainability of healthcare systems. **1.2 – Good:** The KIC's results in their activities have contributed to the addressing the societal challenge it was designated for. The KIC was also apt to swiftly react to new societal challenges brought about by COVID-19. However, the significance of this contribution cannot be assessed based on the monitoring data currently collected by the KIC. **1.3 – Very Good:** EIT Health was assessed on contributions towards four societal impact indicators, including: • Citizens and patients involved in seeking solutions for multi-morbid and chronic conditions • Citizens and patients benefiting from EIT Health products and services • Creating sustainable healthcare systems • Creating structured processes for the accelerated implementation and scaling up of innovations, using digital tools For the majority of these indicators, there was very limited data available, as they were only introduced by	6	10 / 15 (Threshold: 9)

Criterion	Summary Assessment	Relevant chapters	Scoring (points)
	the EIT in 2021. The indicators were assessed on the relevance of the KIC's activities in contributing to their achievement, rather than the level of impact made. For each of these indicators, the KIC's activities are highly relevant to their progress. **1.4 – Fair:** EIT Health was also assessed based on contributions towards a number of economic impact indicators, including: • % (& € if available) contribution to revenue growth and profitability of organizations trading or employing KIC innovations • # and revenue of start-ups and scale-ups supported by KICs trading at least 1 year after KIC support ceased • # new jobs created in start-ups/scale-ups • Impact on employment growth as a result of company being engaged with KICs • # and type of jobs in existing businesses in KIC sector sustained through innovations • # and type of skill gaps and/or skill shortages filled by KIC sector There was also limited data on the impact the KIC's activities have had on the success of the ventures they support due to the indicators' introduction by the EIT in 2021. However, most of the ventures that responded to our survey expressed the KIC's support as having a positive impact, although rather low, on their revenue growth, profitability growth, and employment growth. EIT Health contributes to the creation of new jobs, however, only on a smaller scale in the new job types in the healthcare sector as shown through the survey among supported ventures. On the other hand, the KIC performs very well in the category of addressing skills gaps.		
KIC's Union added value and relevance with regard to the objectives of the EIT	Given the KIC's strong alignment to the objectives of the EIT and its high contribution to European added value, and the small number of shortcomings in missing data and graduates joining start-ups, this criterion has been assessed as **Very good**. **2.1 – Excellent:** EIT Health has created European added value with respect to building a sustainable innovation ecosystem through knowledge triangle integration, and as a result has developed concrete solutions to the societal challenge it addresses. Establishing the significance level of the KIC's Union added value, however, requires a much larger data	6, 8, 9, 10, 12	11 / 15 (Threshold: 9)

Criterion	Summary Assessment	Relevant chapters	Scoring (points)
	input along with a clear terminological definition of "significance". **2.2 – Excellent:** All of EIT Health activities have been fully aligned with and relevant to the EIT objectives as defined in the EIT Legislative Framework. **2.3 – Excellent:** EIT Health RIS activities have been to a large extent aligned with the EIT RIS Guidance Note 2018-2020 and the RIS Implementation Framework (2022-2027). **2.4 – Good:** The KIC has performed well in the percentage of graduates currently employed (as shown by the survey among supported ventures). **2.5 – Poor:** There is very limited data on the number of EIT-labelled MSc and PhD programme graduates who joined start-ups, but according to the data available the KIC has underperformed in this indicator. **2.6 – Fair:** The revenue generated by innovation projects on the market to date is very low and points to the KIC's lower performance. However, this may be attributed to some of the sector-specific regulatory barriers that the KIC is aware of. The KIC plans to introduce systemic changes to improve the monitoring processes of the financial results from innovations in the next period.		
Achievement of KIC's objectives	Due to the mixed performance of EIT Health regarding the targets set in its Strategic Agenda and Business Plans with some KPIs being significantly overperformed and others not meeting their respective targets, this criterion has been assessed as **Good**. **3.1 – Good:** EIT Health has made rather moderate progress towards its 7-year Strategic Agenda objectives and partially achieved the expected results in line with its initial strategic objectives. Also, it remains unclear whether these objectives have corresponding KPIs in place to enable their regular monitoring. Lack of data does not enable to assess the achievement of these objectives in relation to the societal challenge. **3.2 – Fair:** The lack of data does not enable to conduct a comprehensive assessment to what extent the KIC has met its original objectives in respect to societal challenges, that had not been quantified. Moreover, the KPI's target and achieved values have been	6, 12	9 / 15 (Threshold: 9)

Criterion	Summary Assessment	Relevant chapters	Scoring (points)
	changing in time, often with little explanation provided on their grounds. **3.3 – Fair:** The KIC has achieved mixed results on the KPI targets defined in the KIC's original proposal, Strategic Agenda, and Business Plans; many of these targets were inconsistent over the course of the KIC's activities. KPIs were repeatedly increased over time despite they had not been achieved. **3.4 – Excellent:** EIT Health has performed well within the scope of their EIT RIS Strategies, with a number of successful activities performed. No significant deviations to the objectives have been found. The 2021-22 period, however, points to decreased ambitions in some of the KIC's goals.		
KICs efforts to coordinate their activities with other relevant research and innovation initiatives	Overall, based on the strong performance EIT Health has demonstrated in cultivating relevant synergies, this criterion has been assessed as **Very Good**. **4.1 – Very Good:** EIT Health has achieved a majority of the concrete synergies and complementarities described in the original proposal and Strategic Agenda, with additional synergies and complementarities as well. Essential synergies have also been forged through a dedicated Strategic Advisory Group and the KIC's CEO forming a part of the H2020 Advisory Board. **4.2 – Very Good:** The KIC has achieved a number of synergies with relevant education, research and innovation initiatives in the same area of the societal challenge national and EU levels; however, the KIC has minimal synergies with global initiatives.	13	4 / 5 (Threshold: 3)
KIC's capacity to ensure openness to new members	EIT Health has a strong and committed partnership, however there is still room for improvement regarding its openness, as non-member organisations have limited role and funding in projects. The criterion has overall been assessed as **good.** Assessment **5.1 – Very good:** The partnership size, growth, composition and performance of EIT Health is adequate for achieving the long-term objectives of the KIC Strategic Agenda. The growth rate has been modest.	6	3/ 5 (Threshold: 3)

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Criterion	Summary Assessment	Relevant chapters	Scoring (points)
	5.2 – Fair: EIT Health made great result in opening its KIC's calls for activities; however, there are restrictions in the Calls for non-members. **5.3 – Fair:** The Good Governance Principles assessments have assessed that the KIC's need to further improve its openness and transparency, Additionally the KIC needs further improvement in separating management/supervisory functions from operational functions. **5.4 – Very good:** There is balanced representation of all key knowledge triangle players in the partnership, with a slight skew towards business partners.		
KIC's achievements in attracting new members from across the Union	Overall, EIT Health has built a strong partner network across Europe. The partnership growth is rather modest. CLCs and RIS hubs are balanced across Europe. Thus, this criterion has been assessed as **very good.** Assessment **6.1 – Very good:** EIT Health has grown to an effective and sustainable innovation ecosystem with partners across the EU, including RIS eligible countries and regions; however, there is a rather modest geographical coverage within Europe. **6.2 – Very good:** 18 out of the 27 EU Member States have been covered by the KIC partnership throughout the KIC's lifetime and 9 have had representation of all knowledge triangle players. **6.3 – Excellent:** There are 12 RIS Hubs throughout the EU, and there is RIS activity also outside the EU. InnoStars have 35 partners. **6.4 – Very good**: There has been a positive trend of new active partners over the 6-year period; however, the growth rate is rather modest. **6.5 – Excellent:** There is a balanced geographical presence of CLCs and EIT RIS Hubs within the EU in line with the strategic agenda and societal challenges.	6, 8, 12	8 / 10 (Threshold: 6)
KIC's compliance with good governance principles	The KIC has achieved significant results in good governance principle compliance, and was able to implement the majority of GB recommendations sufficiently. However, there are still some areas to be	6	6 / 10 (Threshold: 6)

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Criterion	Summary Assessment	Relevant chapters	Scoring (points)
	further developed. Overall assessment of the criteria is **good.** Assessment **7.1 –Good:** EIT Health complies with the majority of EIT Good Governance Principles, based on the relevant GGP Assessments, however some areas need further development (e.g., openness, transparency, separation of supervisory and operational functions.) **7.2 – Very good:** Throughout the years, GB Strategic Recommendations have been effectively addressed, most often in a timely fashion. Few areas need further development.		
KIC's efforts and results in designing and implementing gender-sensitive measures and activities	The KIC has implemented several gender sensitive measures both in its operation and KAVA activities. The monitoring of such activities remains unresolved. Overall assessment of the criteria is **very good.** Assessment **8.1 – Very good:** EIT Health has designed and implemented a number of gender sensitive measures and activities. **8.2 – Very good:** The KIC has received mostly positive assessments over the years regarding the outputs and results delivered by these activities.	6	4 / 5 (Threshold: 3)
KIC's capacity to develop sustainable innovation ecosystems and the achieved level of financial sustainability	The KIC achieved very good results regarding ecosystem creation and improvement, and has good performance on financial sustainability, however improvements are needed especially regarding the revenue generating capacity of the KIC. The overall assessment of the criteria is **good.** Assessment **9.1 – Very good:** EIT Health has created a substantial innovation ecosystem that effectively addresses the societal challenges and skill gaps it was established for. **9.2 – Very good:** The KIC has established sustainable and somewhat institutionalised partnerships between the organisations engaged with the KIC.	7, 8	12 / 20 (Threshold: 12)

Criterion	Summary Assessment	Relevant chapters	Scoring (points)
	9.3 – Very good: EIT Health has created visible innovation ecosystems not previously in existence, especially in RIS eligible countries and regions. **9.4 – Good:** Innovation ecosystems occasionally evolve into business ecosystems; a limited number of innovation projects have progressed into start-ups. However, the KIC has cultivated additional business ecosystems to support existing start-ups. **9.5 – Good:** EIT Health has elaborated plans and models on revenue generation and on diversification of revenue sources however there are modest results yet; The Financial Sustainability Strategy needs further improvement. **9.6 – Good:** The KIC has a modest level of revenues from all activities other than the collection of membership fees. It has recently implemented plans for the management and exploitation of intellectual property and financial assets to support the KIC's business model. **9.7 – Very good:** EIT Health has fair revenues overall compared with other KICs and has achieved mostly its FS-coefficient targets; however, the FS-coefficient remains too low. **9.8 – Good:** The budget consumption of the KIC is rather volatile and on average slightly high. The management costs are increasing, however it is fully covered by membership fees and public funds. **9.9 – Fair:** EIT Health has a decreasing EIT co-funding rate in the past years and introduced measures to further decrease the EIT funding percentage. However, more effort would be necessary to decrease the co-funding rate below 80% (which is targeted in three years).		

5. Methodology overview

5.1 Our approach

The methodology used in this assessment is in line with the requirements set out in the Request for Service No. 01 implementing document (Ref. Ares (2021)5479007 - 06/09/2021). According to the document referenced above, the assessment has been carried out through a comprehensive analysis of all areas of activities and aspects relevant for a KIC, namely the following:

- KIC Governance, KIC Partnership, Processes & Operations
- KIC Funding, Financial Sustainability & Business Models
- Knowledge Triangle Integration, Innovation Ecosystem and Regional Innovation Hubs (Co-location Centres)
- Education & Alumni
- Innovation & Research
- Entrepreneurship & Business Creation
- EIT Regional Innovation Scheme (EIT RIS)
- Synergies, Complementarities & Cross-KIC collaboration
- Communications, Dissemination & Outreach

During the analysis of each of the above chapters, the following key elements are presented, notably:

- Main activities, results, societal and economic impacts/progress against impact targets, including EU added value, and KPIs achieved
- Budget evolution: what was the budget for the main activities
- Strengths and weaknesses: what worked well and what did not work
- Recommendations for improvement: what should be improved in the next 7-years.

In addition to the chapters above, the 7-year assessment is carried out along the following assessment criteria, which are outlined further in Table 1 below:

- Relevance to the Union's global challenges
- KIC's Union added value and relevance with regard to the objectives of the EIT
- Achievement of KIC's objectives
- KICs efforts to coordinate their activities with other relevant research and innovation initiatives
- KIC's capacity to ensure openness to new members
- KIC's achievements in attracting new members from across the Union
- KIC's compliance with good governance principles
- KIC's efforts and results in designing and implementing gender-sensitive measures and activities
- KIC's capacity to develop sustainable innovation ecosystems and the achieved level of financial sustainability

To harmonize the report structure and the assessment criteria, we have assigned each indicator to the most relevant chapter, as agreed with EIT. The complete list of the assessment criteria and indicators are presented in the table below, along with which chapter the specific indicator can be found in:

Table 1: Assessment criteria, indicators, and their relevant chapters

Assessment Criteria	Indicators	Relevant Chapter
Relevance to the Union's global challenges (max 15 points)	1.1 The results of the KIC's activities have been relevant to the objectives of the Union, including boosting economic growth, strengthening the innovation capacity of the Member States, fostering innovation and entrepreneurship.	6
	1.2 The results of the KIC's activities have contributed significantly to addressing the societal challenge it was designated for.	6
	1.3 KIC has made evidenced progress against the following impact indicators (as per definitions provided in the EIT Impact Framework): • Citizens and patients involved in seeking solutions for multi-morbid and chronic conditions • Citizens and patients benefiting from EIT Health products and services • Creating sustainable healthcare systems • Creating structured processes for the accelerated implementation and scaling up of innovations, using digital tools	6
	1.4 Economic Impact KPIs • % (& € if available) contribution to revenue growth and profitability of organizations trading or employing KIC innovations • # and revenue of start-ups and scale-ups supported by KICs trading at least 1 year after KIC support ceased • # new jobs created in start-ups/scale-ups • Impact on employment growth as a result of company being engaged with KICs • # and type of jobs in existing businesses in KIC sector sustained through innovations • # and type of skill gaps and/or skill shortages filled by KIC sector	11
KIC's Union added value and relevance with regard to the objectives of the EIT (max 15 points)	2.1 The KIC has created a significant European added value with respect to building a sustainable innovation ecosystem through knowledge triangle integration and as a result has developed concrete solutions to societal challenge it addresses as foreseen in the original proposal.	8
	2.2 All KIC's activities have been fully aligned with and relevant to the EIT objectives as defined in EIT legislative framework.	6
	2.3 KIC RIS activities have been fully aligned with the EIT RIS Guidance note 2018-2020 and RIS Implementation Framework (2022-2027)	12
	2.4 # and % of KIC Label graduates employed	9

Assessment Criteria	Indicators	Relevant Chapter
	2.5 # and % of students and graduates from EIT labelled MSc and PhD programmes who joined start-ups	9
	2.6 Revenue from the innovations launched on the market	10
Achievement of KIC's objectives (max 15 points)	3.1 A KIC has fully achieved its 7-year Strategic Agenda objectives and expected results in line with its initial strategic objectives. Any deviation from the Strategic Agenda has been justified, approved by the EIT and has led to maximizing impact	6
	3.2 The KIC has achieved its objectives and respective targets as stated in its original proposal and Strategic Agenda in relation to the societal challenge.	6
	3.3 KPI targets defined in the KIC original proposal, Strategic Agenda and Business Plans achieved.	6
	3.4 The KICs have delivered EIT RIS activities and achieved results within the scope of their EIT RIS Strategies. Any deviations are duly justified and having led to maximised results.	12
KICs efforts to coordinate their activities with other relevant research and innovation initiatives (max 5 points)	4.1 The KIC has achieved the concrete synergies and complementarities described in the original proposal and Strategic Agenda	13
	4.2 Number of synergies with other relevant education, research and innovation initiatives in the same area of the societal challenge at national, EU and global level	13
KIC's capacity to ensure openness to new members (max 5 points)	5.1 Partnership size, growth, composition and performance are adequate for achieving the long-term objectives of the KIC Strategic Agenda.	6
	5.2 KIC's Calls for activities have been fully open to new members.	6
	5.3 KIC has fully addressed the EIT Good Governance Principles (GGP) – based on relevant GGP assessments related to openness to new members	6
	5.4 Balanced representation of all key knowledge triangle players in the partnership	6
KIC's achievements in attracting new members from across the Union (max 10 points)	6.1 KIC has grown to an effective sustainable innovation eco-system with partners within and outside the EU, including RIS eligible countries and regions	8
	6.2 Number of the EU Member States covered by the KIC partnership and representation of all the knowledge triangle players	6

Assessment Criteria	Indicators	Relevant Chapter
	6.3 Number of the RIS eligible countries and regions covered by the KIC partnership and representation of all the knowledge triangle players in its activities	12
	6.4 Trend of new active partners over the 7- year period	6
	6.5 Balanced geographical presence of CLCs and EIT RIS Hubs in line with the strategic objectives and societal challenges	8
KIC's compliance with good governance principles (max 10 points)	7.1 KIC fully addresses the EIT Good Governance Principles (GGP) – based on the relevant GGP assessment	6
	7.2 GB Strategic recommendations have been effectively addressed and fully implemented by the KIC	6
KIC's efforts and results in designing and implementing gender-sensitive measures and activities (max 5 points)	8.1 KICs have designed and implemented gender sensitive measures and activities	6
	8.2 Positive expert's assessment of the outputs and results delivered by these activities	6
KIC's capacity to develop sustainable innovation ecosystems and the achieved level of financial sustainability (max 20 points)	9.1 The KIC has created a sustainable innovation ecosystem effectively addressing the societal challenges and skill gaps it was established for	8
	9.2 Sustainable and institutionalized partnerships between the organizations engaged with KICs	8
	9.3 Visible innovation ecosystems not previously in existence	8
	9.4 Innovation ecosystems evolving into business ecosystems	8
	9.5 Effective Financial Sustainability Strategy, including Financial Sustainability mechanisms in place including diversified revenue sources and aligned with the original proposal and subsequent business plans/reports	7
	9.6 An adequate level of revenues from its activities is demonstrated and a plan for the management and exploitation of intellectual property and financial assets supporting the KIC's business model is in place	7
	9.7 Financial Sustainability (FS): revenues of KIC LE, FS coefficient	7

Assessment Criteria	Indicators	Relevant Chapter
	9.8 Budget consumption of KICs and management cost evolution	7
	9.9 Co-funding rates	7

Furthermore, all data and information collected has been linked to the relevant criteria and indicators from the assessment table in the methodological note, ensuring that these can be scored appropriately and consistently against the scoring system designed by EIT. The indicative scoreboards are presented below:

Table 2: 7-Year Assessment Scoreboards

0-20	Scores interpretation
0	The profile does not meet the criterion at all or cannot be assessed due to missing or incomplete information
1-4	Poor–serious weaknesses
5-8	Fair –goes some way to meeting the criterion, but with significant weaknesses
9-12	Good –but with a number of shortcomings
13-16	Very good –but with a small number of shortcomings
17-20	Excellent –meets criterion in every relevant respect. Any shortcomings are minor

0-10	Scores interpretation
0	The profile does not meet the criterion at all or cannot be assessed due to missing or incomplete information
1-2	Poor–serious weaknesses
3-4	Fair –goes some way to meeting the criterion, but with significant weaknesses
5-6	Good –but with a number of shortcomings
7-8	Very good –but with a small number of shortcomings
9-10	Excellent –meets criterion in every relevant respect. Any shortcomings are minor

0-15	Scores interpretation
0	The profile does not meet the criterion at all or cannot be assessed due to missing or incomplete information
1-3	Poor–serious weaknesses
4-6	Fair –goes some way to meeting the criterion, but with significant weaknesses
7-9	Good –but with a number of shortcomings
10-12	Very good –but with a small number of shortcomings
13-15	Excellent –meets criterion in every relevant respect. Any shortcomings are minor

0-5	Scores interpretation
0	The profile does not meet the criterion at all or cannot be assessed due to missing or incomplete information
1	Poor–serious weaknesses
2	Fair –goes some way to meeting the criterion, but with significant weaknesses
3	Good –but with a number of shortcomings
4	Very good –but with a small number of shortcomings
5	Excellent –meets criterion in every relevant respect. Any shortcomings are minor

5.2 Methodological tools

Thanks to the applied methodology, the assessment is based on robust and reliable results and incorporates multiple data sources. During the assessment, three main methodological tools have been applied:

1. **Desk research**

The goal of the desk research was to collect both qualitative and quantitative data on the KIC's activities, impact and results. The key documents for the desk research were:

- Key EIT documents (e.g., old EIT Regulation and EIT Regulation (recast), EIT Financial Regulation, EIT SIA 2014-2020 and EIT SIA 2021-2027, Triennial Work Programmes, Single Programming Documents)
- Calls for KIC Proposals documentation; KIC Proposals
- Framework Partnership Agreements (repealed by 31 December 2020), new Partnership Agreements and KICs' Strategic Agendas (originals and any later updates)
- KICs Business Plans and Reports for relevant years and experts' assessments

A body of the European Union

- KIC Assessments: Business Creation, Education, Knowledge Triangle integration, Innovation
- RIS Evaluation 2020
- EIT consolidated reports on the KIC Monitoring/GB Rapporteur visits and reports
- Specific EIT guidance to KICs (e.g., governance, code of conduct, etc.)
- EIT Principles on KICs' Financial Sustainability (old and new)
- EIT Guidance on the EIT Regional Innovation Scheme (EIT RIS) 2018-2020 and EIT RIS Implementation Framework 2022-2027
- EIT Good Governance Principles and respective assessments
- EIT and KICs websites (deliverables included on websites, as well as those submitted alongside KIC reports)
- ECA Reports and Recommendations
- EIT Interim Evaluation (2017)
- EIT Impact Study (PwC)
- KICs' action plans for tackling specific issues (i.e., EIT and EU co-branding; communications strategy; Project Partners, etc.)
- Multi-annual Dashboard
- Annual Grant KIC Performance Assessment Reports
- EIT GB Strategic Recommendations issued during the assessed period
- EIT GB Rapporteur Reports
- Communications Activities Assessments

Additional documents and databases have been collected from / provided by EIT and the KIC and assessed during the desk research (see Annex V). This assessment has included outstanding recommendations from the most recent relevant reports produced through annual EIT monitoring, such as the Good Governance Principles assessments and Multi-Annual Dashboards.

2. Primary data collection methods

In order to gather information from key stakeholders, two specific **surveys** were designed targeting the students / graduates from EIT labelled and non-labelled programmes and ventures supported by the KIC. These surveys were designed based initially on the surveys pre-designed by EIT, which were then modified to ensure all gaps left by the desk research had been filled.

The survey among ventures received 128 responses, whereas the survey among students and graduates received 33 responses. Both surveys achieved a response rate of 11%.[14] The surveys were sent out on December 14, 2021. There were two reminders sent to each contacted respondent (on January 4 and January 10, 2022, respectively) before closing the survey on January 12, 2022.

3. Semi-structured interviews

Semi-structured interviews have also been carried out with EIT Health representatives as well as with key EIT Health partners to complement the data collected during the desk research and surveys. These interviews provided in-depth qualitative data that allowed for data verification and triangulation. Each interview carried out for EIT Health lasted for 1-1.5 hours. In total, six interviews were carried out with 12 participants. The detailed list of interviewees can be found in ANNEX III.

4. Triangulation, conclusions and recommendations

Through this task we managed to address all the data findings from the aforementioned collection and, if necessary, complete it with any additional findings from further consultations with EIT Health representatives

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[14] The survey was sent to a total of 304 EIT-labelled and non-labelled programme graduates and 1,209 supported start-ups and scale-ups.

and further requested documents, databases, to reach solid conclusions. By comparing and aggregating all information gathered, we were able to formulate all relevant recommendations.

5.3 Challenges faced in the assessment

Although this assessment was objective and thorough, there were a number of difficulties that limited how comprehensive this assessment could be. The original timeline that was given was too short to be as complete as it was expected to be, and additional delays in receiving documents, publishing surveys and scheduling interviews further exacerbated this issue. In addition, the specifications for the project failed to convey the high expectations of the Contracting Authority relative to the resources available and the timeframe. Furthermore, the existing data provided by EIT and the KICs were incomplete and inadequate to assess the overall impact of their activities, whether due to lack of monitoring foreseen or incomplete monitoring. Where possible, these gaps were filled with qualitative assessments, but portions of the assessment cannot comment on the significance of contributions or the extent to which objectives were met. In addition, an assessment methodology was provided by the EIT, which has an Assessment Criteria Scale that is misaligned between the numerical score and the given interpretation of this score (i.e., a score that is 'Good' does not meet the minimum threshold). Finally, the report structure provided by the EIT, based on subject-specific chapters, does not align with the assessment criteria provided as the basis of the assessment, which has resulted in the report not following as logical and straight-forward of a narrative.

6. KIC Governance, KIC Partnership, Processes & Operations

The following criteria and indicators are assessed in respect of this chapter:

Table 3: Overview of applied assessment criteria and relevant indicators – KIC Governance, KIC Partnerships, Processes and Operation

Assessment Criteria	Relevant Indicators
Relevance to the Union's global challenges	The results of the KIC's activities have been relevant to the objectives of the Union, including boosting economic growth, strengthening the innovation capacity of the Member States, fostering innovation and entrepreneurship.
	The results of the KIC's activities have contributed significantly to addressing the societal challenge it was designated for.
	KIC has made evidenced progress against the following impact indicators (as per definitions provided in the EIT Impact Framework): Societal Impact KPIs per KIC EIT Health • Citizens and patients involved in seeking solutions for multi-morbid and chronic conditions • Citizens and patients benefitting from EIT Health products and services • Creating sustainable healthcare systems • Creating structured processes for the accelerated implementation and scaling up of innovations, using digital tools Economic Impact KPIs • % (& € if available) contribution to revenue growth and profitability of organizations trading or employing KIC innovations • # and revenue of start-ups and scale-ups supported by KICs trading at least 1 year after KIC support ceased • # new jobs created in start-ups/scale-ups • Impact on employment growth as a result of company being engaged with KICs • # and type of jobs in existing businesses in KIC sector sustained through innovations • # and type of skill gaps and/or skill shortages filled by KIC sector
KIC's Union added value and relevance with regard to the objectives of the EIT	All KIC's activities have been fully aligned with and relevant to the EIT objectives as defined in EIT legislative framework.

Assessment Criteria	Relevant Indicators
Achievement of KIC's objectives	A KIC has fully achieved its 7-year Strategic Agenda objectives and expected results in line with its initial strategic objectives. Any deviation from the Strategic Agenda has been justified, approved by the EIT and has led to maximizing impact.
	The KIC has achieved its objectives and respective targets as stated in its original proposal and Strategic Agenda in relation to the societal challenge.
	KPI targets defined in the KIC original proposal, Strategic Agenda and Business Plans achieved.
KIC's capacity to ensure openness to new members	Partnership size, growth, composition and performance are adequate for achieving the long-term objectives of the KIC Strategic Agenda.
	KIC's Calls for activities have been fully open to new members.
	KIC has fully addressed the EIT Good Governance Principles (GGP) – based on relevant GGP assessments related to openness to new members.
	Balanced representation of all key knowledge triangle players in the partnership.
KIC's achievements in attracting new members from across the Union	Number of the EU Member States covered by the KIC partnership and representation of all the knowledge triangle players.
	Trend of new active partners over the 7-year period.
KIC's compliance with good governance principles	KIC fully addresses the EIT Good Governance Principles (GGP) –based on the relevant GGP assessment.
	GB Strategic recommendations have been effectively addressed and fully implemented by the KIC.
KIC's compliance with good governance principles	KICs have designed and implemented gender sensitive measures and activities.
	Positive expert's assessment of the outputs and results delivered by these activities.

EIT Health e.V. has been established in 2015 in Munich, Germany, as an association under German law. The legal entity (hereinafter "LE") is responsible for strategic planning and decision-making, KIC financial management, supervision and monitoring of the activities of the CLCs, InnoStars and their partners, project evaluation along with the allocation of funding received from the EIT and through member contributions.

EIT Health is a non-profit organisation but it owns a commercial company, through which business units can be established. The connection between EIT Health and the EIT is secured with Framework Partnership

Agreements FPA and Specific Grant Agreements (hereinafter "SGAs").[15] The CLC's and EIT Health InnoStars are separate legal entities, connected to EIT Health via cooperation agreements, as seen in the figure below.

Figure 1: EIT Health legal structure
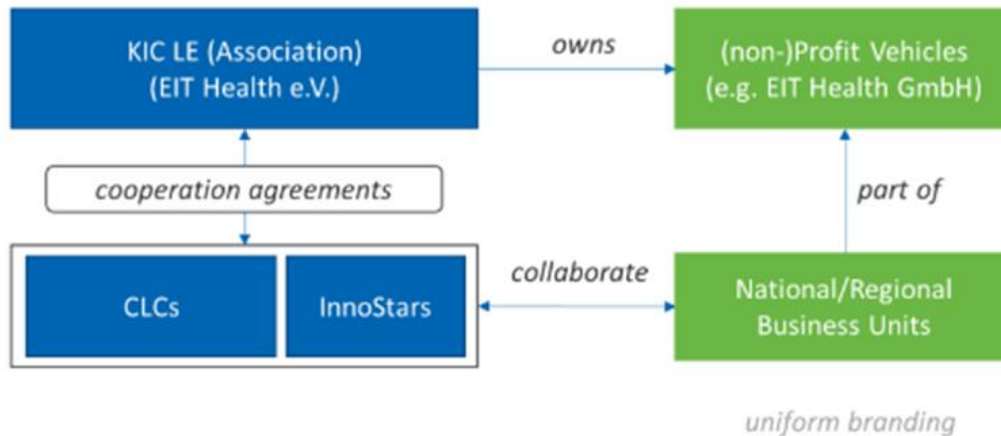
Source: EIT Health Strategic Agenda 2021-2027

The association has three decision making bodies:

- The Partner Assembly (hereinafter "PA"), which consist of core and associate partners. It is responsible for approving Business Plans and the Strategic Agenda.
- The Supervisory Board (hereinafter "SB"), which consists of one representative for each CLC and one independent board members per CLC representative, who neither directly nor indirectly hold an interest in a Member, do not act for a Member and are not representatives of a CLC (regional Innovation Hub) or InnoStars. This way the KIC ensures a 50% balance between CLC representatives and independent members, however this is not yet built into the currently valid legal documents (AoAs, By-Laws). The SB chair is independent from all partner organisations and elected for a three-year period by the PA.
  The SB is responsible, among others, for appointment and dismissal of the EIT Health CEO and the Management Board (hereinafter "MB") - upon proposal of the CEO; approval of the FPA and grant agreements; proposal of material decisions for approval by the PA; approval of the annual business plans; definition and approval of project evaluation and selection criteria upon proposal by the MB; decisions on the admission/exclusion of partners. The SB has the overarching responsibility for the EIT Health strategy, the hiring of the key management, as well as efficient control.
- In 2021, MB was divided into two teams: EIT Health Strategic Management Team (SMT) and Functional Management Team (FMT). The SMT is responsible for EIT Health strategy and budget and accountable to the Supervisory Board of the organisation. The FMT directs the day-to-day operations of EIT Health.

The Intellectual Property Board (hereinafter "IP Board") and the Standing Committee on Ethical, Legal and Social Implications (hereinafter "ELSI") are advisory bodies for knowledge transfer/IP and ethics-related issues respectively and are associated to the MB. The committee is composed of one representative of each CLC and the InnoStars.[16]

The key needs and expectations of the structure and operations of KICs Governance and Partnerships are laid down since the KIC's establishment in the SGA (hereinafter "Specific Grant Agreement").

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[15] Since 2021, these are "Partnership Agreement" and "Grant Agreement".
[16] From 2022, the ELSI is composed of 8 members which have been selected through a public call for applications.

The KIC and its partners must set up a governance structure that:

1. reflects the diversity in the composition of partnerships, in particular the balance within the knowledge triangle (hereinafter "KT")
2. separates ownership / membership from operational management
3. ensures an open and high-quality decision-making process, composed of KIC partners' top-management, as well as independent high-level members
4. separates the supervisory function from the operations and integrates a system of checks and balances, the body with supervisory function should have an independent chairperson
5. has a size allowing to function in an effective and efficient way
6. has effective operational structure ensuring that the KIC's management has executive power to implement not only the KIC's yearly business plans, as initially proposed, but also the KIC's integrated Strategic Agenda
7. has a procurement policy in place

The main success of EIT Health lies in its ability to build, maintain and develop multidisciplinary partnerships. The KIC brings together all the essential elements to help success innovative ideas: industrial and research partners, as well as start-ups that the KIC is able to interconnect and also provide them all the conditions necessary to realize concrete projects, including the funding. The KIC has also succeeded in helping its partners to reach international level and generally encouraged a stronger focus on healthcare. Its value lies in the ability to integrate various players / actors, to provide functioning partnerships based on transparency and the flow of high-valued information and thus build trust among partners (the partners can collaborate and combine resources that the others, such as start-ups, can utilize). A good example is the Start-up Rescue Instrument, which was initiated by EIT Health to help companies tackle the COVID-19 crisis and maintain their business continuity.

The following sections include assessment indicators for each of the criteria that have a logical link to this chapter. The sections include a description of activities and / or results achieved by the EIT Health and their assessment, financial framework and budget, concluded by strengths, weaknesses and budget. This structure remains for each of the evaluated areas (represented by individual chapters) across the whole report (chapters 6 – 14).

6.1 Activities and results

6.1.1. The results of the KIC's activities have been relevant to the objectives of the Union, including boosting economic growth, strengthening the innovation capacity of the Member States, fostering innovation and entrepreneurship.

The assessment of this indicator relates particularly to the Union objectives as defined:

Boosting Economic Growth

- Through increased global commercialization and competitiveness - The original objective was to contribute to the increase in competitiveness of the European industry and SMEs and to put European businesses in a position to capitalize on the opportunities presented in growing markets. The EIT Health (at that time still InnoLife´s) original target was to contribute to launching a total of 20 new products and services already in 2016 and grow this figure to 90 new products / services annually by 2018.
- Through the creation of new businesses and increased access to finance and strategic partnerships - The original goal was to create 40 start-ups and spin-offs in 2016 and at least 70 start-ups and spin-offs in 2018. The capital attracted to SMEs through EIT Health was expected to rise from EUR 12 million in 2016 to at least 30 million in 2018. Furthermore, by promoting an innovation-friendly ecosystem, where start-ups can grow, EIT Health goal was to contribute to the long-term maturation, stabilization and financial independence of the newly established SMEs.
- Through an increased innovation capacity of the regions – EIT Health was due to achieve growth in its partnerships over time, which should have also strengthened the CLCs and contribute to the sustainability of the KIC as a whole. By 2018, the number of Core Partners

was projected to grow to 64 while the number of Associate Partners and Project Partners should have increased to 80 and 60 respectively.

According to the quantitative key performance indicators (hereinafter „KPIs")[17] provided by EIT Health, the investments attracted in KIC-supported services and companies reached EUR 634,991,038 between 2016 and 2019. This substantially exceeded the original expectations. In addition, the in-company investments triggered after the project lead time resulting from the EIT Health-supported projects reached EUR 12,965,566. The financial sustainability revenue for the years 2017 – 2019 reached EUR 21,620,836 in total, yet the FS coefficient has decreased from 20% to 10% in the same period. Newly boosted progress can be seen in 2020, attracting further EUR 300 million with just the KIC's EUR 7 million invested in 489 ventures.

For the evaluated period, the results of the KIC seem to be relevant to the Union's objectives mentioned above, which was largely achieved through the support of start-ups, fostering collaboration between businesses and research organizations and universities, supporting students and graduates. Due to the investment values reported above, the contribution to the economic growth might be assessed as significant. Nevertheless, these values are in strong contradiction with the results of the survey among supported ventures. Vast majority of the ventures involved in the assessment survey stated that the KIC's support has not at all or only very little contributed to the increase in their revenues. 60% of the surveyed ventures assessed the impact of their engagement in the EIT Health activities on their company's overall revenue growth as very low, while less than 5% of the surveyed ventures stated no contribution to their revenues at all. Similarly, the impact of the engagement in the EIT Health activities on the overall profitability growth was self-assessed as very low by 66% of the surveyed ventures. Moreover, their innovation revenue generated through the collaboration with EIT Health has generally not exceeded EUR 0.5 million per venture. Therefore, the conclusion is that despite the relevance of EIT Health activities to the Union's objective of boosting economic growth, the impact as well as the level of contribution of these activities to achieving the Union's objectives remain difficult to assess. Neither the surveys' results indicated that the supported ventures would be aware of any strong impact of their activities on reaching the Union's objectives.

Human Capital and Job Creation

- In 2016, EIT Health was expected to incubate approximately 80 new business ideas, rising to 140 by 2018. Furthermore, creation of at least 100 new jobs in SMEs should have occurred in 2016, while in 2018, the expected outcome in the new jobs creation in SMEs was supposed to increase up to 300.
- In general, the following outcomes were planned to be produced: (1) enhanced promotion of Europe's top talents supported by excellent tutors; (2) stronger university-business interactions for all technology transfer offices in the InnoLife's partnership; (3) enhanced valorisation of all existing test beds in InnoLife; (4) expansion of entrepreneurial courses - both in terms of those already taught and the new ones at other universities and (5) stimulation of students' business creativity via competitions to tackle the major contemporary health and demographic issues.
- Based on the KIC's original proposal, the target was to reach approximately 650 new graduates in 2016 and raise this number to 1,400 in 2018. Also, by 2018, the total number of at least 1,550 exchanges should have been realized between industry / public sector and academia, as well as between students and academy-industry via the existing partnerships.[18]
- The KIC's original proposal also set a goal to boost the Massive open online courses (hereinafter "MOOCs"), offering up to 40 different MOOCs with each course having 25,000 participants completing the courses on an annual basis by 2018.[19].

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[17] EIT Health KPIs 2016-2021

[18] The target values were later changed through the Strategic Agenda 2016-2022 and envisaged 120 EIT-labelled Masters programmes graduates and 120 EIT-labelled PhD programmes graduates by 2018. With a total goal of 807 and 789 graduates by 2022 for both educational levels respectively. These goals have not been met yet.

[19] The target values were later changed through the Strategic Agenda 2016-2022 and envisaged 32 MOOCs open to public and 5,600 completions per open course by 2018. Only the number of MOOCs have been met/exceeded in the same period, the KIC is lagging behind in the number of completions per open course.

- Finally, EIT Health should have contributed to an increased participation and attractiveness of jobs in the health / innovation / research / enterprise sectors.

According to the quantitative KPIs reported by EIT Health[20], the KIC has contributed to the creation of 570 jobs in new businesses either as a direct result of its activities or projects between 2017 and 2019. Also, 177 jobs were created in the KIC-supported SMEs in the same period. Only in 2020, around 300 new jobs were reported to be created as a direct / indirect result of the cooperation with the KIC. Based on the results of the survey among supported ventures, conducted for the purpose of the 7-year assessment, an average of almost 1.5 new jobs have been created per venture.

Taking the above-mentioned findings into consideration, it can be stated that EIT Health performed reasonably well in contributing to the creation or sustainability of jobs. However, the surveyed ventures perceive that only a very small rate of the jobs could be considered as qualitatively new job types/families.[21]

Quality of Life

One of the Union's objectives is to contribute to the creation and enhancement of living environments for longer active lives, deployment of personalized technology and models for health management along with empowerment of caregivers and professional caretakers. All projects and activities supported and orchestrated by EIT Health have been by nature focused on improving the quality of life, either directly through developing innovative solutions and products or indirectly through improving health and data management systems.[22] Despite the limited data available to measure the actual impact of the KIC's activities in this area, it can be assumed that due to its focus on the current healthcare issues, the relevance of the KIC's results to the quality of life is high.

Sustainability of Healthcare Systems

Another Union's goal assessed in this sub-chapter aimed at fostering cost-efficient integrated care through enabling technologies and big data, demand-driven skills and competences (see Figure 2 below). The KIC itself puts emphasis on the sustainability and economic elements in its calls and subsequent project evaluations. According to the survey among supported ventures, 75% of the respondents believe that the EIT Health activities have had a significantly positive impact on the improvement of healthcare systems. However, the sustainability of healthcare systems still remains a universal challenge for the whole healthcare sector, as approximately one fifth of the surveyed ventures view that their engagement with EIT Health has not been significant or truly relevant to the creation or sustainability of the healthcare ecosystems. Therefore, the KIC's contribution to the sustainability of healthcare systems can be viewed as rather mixed.

Strengthening innovation capacity and fostering innovation and entrepreneurship

The key pillar for sparking innovative solutions has been the Knowledge Triangle Integration (hereinafter" KTI") model. EIT Health introduced mechanisms to foster collaboration of research and academic institutions with the private sector - mostly with large enterprises.[23] EIT Health enriched the partnership portfolio by including new innovative players from the non-governmental and public administration sectors. For instance, EIT Health requires all innovation projects to include at least one academic and one non-academic partner (although this approach cannot strictly speaking be regarded as a true KTI, it shows at least a certain degree

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[20] This relates to the KPI target and achieved values of all indicators monitored by EIT Health, which were provided for the 7-year assessment by the KIC (including the ones in annual business plans, grant reporting, various assessment reports etc.). These values are continuously worked with across the entire assessment report.

[21] As based on the survey among supported ventures.

[22] As an example, within the Cancer Prevention Europe framework, the KIC invested in empowering people to be active in their own wellbeing and further innovations were supported.

[23] Another example of the KIC's activities in the research and innovation field are its projects under the Citizen Science initiative. Here, EIT Health works towards closing the democratic gap (through more participatory decision-making) and elevating research and innovation via societal engagement.

of commitment to encourage collaborations between different actors of the KT). EIT Health has incorporated elements of business creation / business support in all innovation projects, e.g., links to local market / procurement expertise etc. One of the major and persisting conclusions of the previous assessments done for the KIC is the absence of an impact monitoring system. Despite the long-term efforts to introduce an EIT Health Monitor system to monitor the results, outcomes and impacts of the KIC's activities, the system has not been in place yet. There are no mechanisms to collect impact data from the supported ventures in place, nor a link between the KIC's results and KPIs. There is no data available on the innovation capacity and performance in terms of e.g., registered patents per EU Member state that could satisfactorily answer the question of EIT Health impact either. In addition, most of the projects supported were not limited by the boundaries of EU Member States but on the contrary, sparked cooperation across borders and sectors in pursuit of innovative products and solutions. This objective is thus difficult to assess on the level of an EU Member state, since the external effects of regulations, as well as national and EU funding in this area is significant.

To sum up, EIT Health contributed to fostering innovation and entrepreneurship thanks to its key activities and mechanisms anchored to support initiatives where private ventures and research institutes and / or universities collaborate in joint teams and the KIC aims at accelerating the evaluation and co-creation of innovative healthcare solutions through living labs and test-bed networks.

6.1.2. The results of the KIC's activities have contributed significantly to addressing the societal challenge it was designated for

In its original strategic plans, EIT Health established plans to tackle societal challenges as defined in Horizon2020:

1. Promote Healthy Living – including self-management of health and lifestyle interventions
2. Support Active Ageing – including workplace interventions and overcoming functional loss
3. Improve Healthcare – including improving healthcare systems and treating and managing chronic diseases

EIT Health has limited data available that could be used to assess the contribution or the extent to which the KIC's results addressed societal challenges. The KIC's activities have been addressing societal challenges as stated above, and even addressing new, emerging ones, such as those related to the COVID-19 pandemic. However, there is limited data available to assess the extent of their contribution to dealing with these challenges. The KIC's ability to assess the activities' impacts and results in this sphere is limited by the general definition of the societal challenges and insufficiently defined and / or specified target groups (e.g., through segmenting). Without these definitions it is impossible to assess the overall impact cleaned of external side effects.

For the impact measurement, the methodology for the 7-year evaluation specifies the following 4 sub-indicators to assess the KIC's contribution to deal with societal challenges:

- EIT Health Societal impact: Citizens and patients involved in seeking solutions for multi-morbid and chronic conditions
- EIT Health Societal impact: Citizens and patients benefiting from EIT Health products and services
- EIT Health Societal impact: Creating sustainable healthcare systems
- EIT Health Societal impact: Creating structured processes for the accelerated implementation and scaling up of innovations, using digital tools

At this point, it is necessary to re-state that there is limited data available for the impact monitoring under the above-mentioned sub-indicators, also because the sub-indicators have been introduced only recently and the KIC thus did not have any opportunity to reflect upon them earlier. The only data relevant for this

overall indicator's assessment is captured in the following table.[24] The data in Table 4 captures the number of citizens involved in EIT Health activities.[25] Mostly, this has been in the form of repeated and / or continuous ideations, innovative co-creations and co-developments through e.g., workshops, end-user testing, real-life evaluations. Table 4 indicates the officially reported number of citizens involved through a broad scale of activities:

Table 4: Citizens' involvement in EIT Health activities (target and achieved values in 2017-2020)

2017		2018		2019		2020		Total	
Target	**Achieved**	Target	**Achieved**	Target	**Achieved**	Target	**Achieved**	Target	**Achieved**
277	**383**	9341	**5325**	15 219	**8058**	4683	**12 928**	29 520	**26 694**

Source: Business Plans, Grant Reporting. Verified with EIT and the KIC.

Previous assessments of EIT Health repeatedly indicated that citizen and patient engagement (CPE) was insufficient, often limited to the Education activities and offering limited tools to trace the effects and impacts of the innovations on their lives. Measures to involve citizens in all stages (co-creation from design to implementation and evaluation) have been absent for many years, in particular, at the level of individual activities. However, a more robust approach to cCPE was introduced in the Business Plan 2020, a dedicated Citizen and Patient Engagement Manager was appointed, a X-Pillar CPE Strategy was developed and a CPE guidance resources were drafted.[26] Based on these findings, it can be reasonably assumed that the KIC has made efforts towards greater achievements under these societal challenges. Moreover, as seen in Table 5 below, the number of citizens benefiting from products and / or solutions created with the KIC's involvement is also notable, exceeding the originally set targets in 2018-2020.

Table 5: Number of citizens benefited via using a product and/or a solution (2018-2020)

2018		2019		2020		Total	
Target	**Achieved**	Target	**Achieved**	Target	**Achieved**	Target	**Achieved**
25,985	**37,420**	8,670	**18,855**	80,407	**337,352**	115,062	**393,627**

Source: EIT Health Citizen and Patient Engagement OVERVIEW _ 02 2022

To measure the extent of the impact of the KIC's activities, a separate survey was conducted among EIT Health-supported ventures. Overall, there is not enough data to measure the extent of the impact of the KIC's activities. The survey helped gain a general overview of the KIC's impact across all 4 social impact sub-indicators. As seen in Figure 2 the survey's respondents self-assessed their own impact mostly positively:

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[24] Further important findings will come from two impact studies planned to be performed among citizens and patients benefiting from EIT Health products in 2024 and 2027.
[25] Involvement occurs when people share their views and experiences, and these are taken up to guide and inform how activities are designed (co-design), carried out (co-creation), etc. Activities are done 'with' or 'by' people.
[26] Additionally, the Patient Innovation Bootcamp has helped patient innovators with the development of their ventures.

Figure 2: The societal impact of the surveyed supported ventures within the EU

Based on your best estimates, please choose the response that best reflects the outputs of your company within the EU.

Legend: ■ High impact ■ Medium impact ■ Weak impact ■ No impact
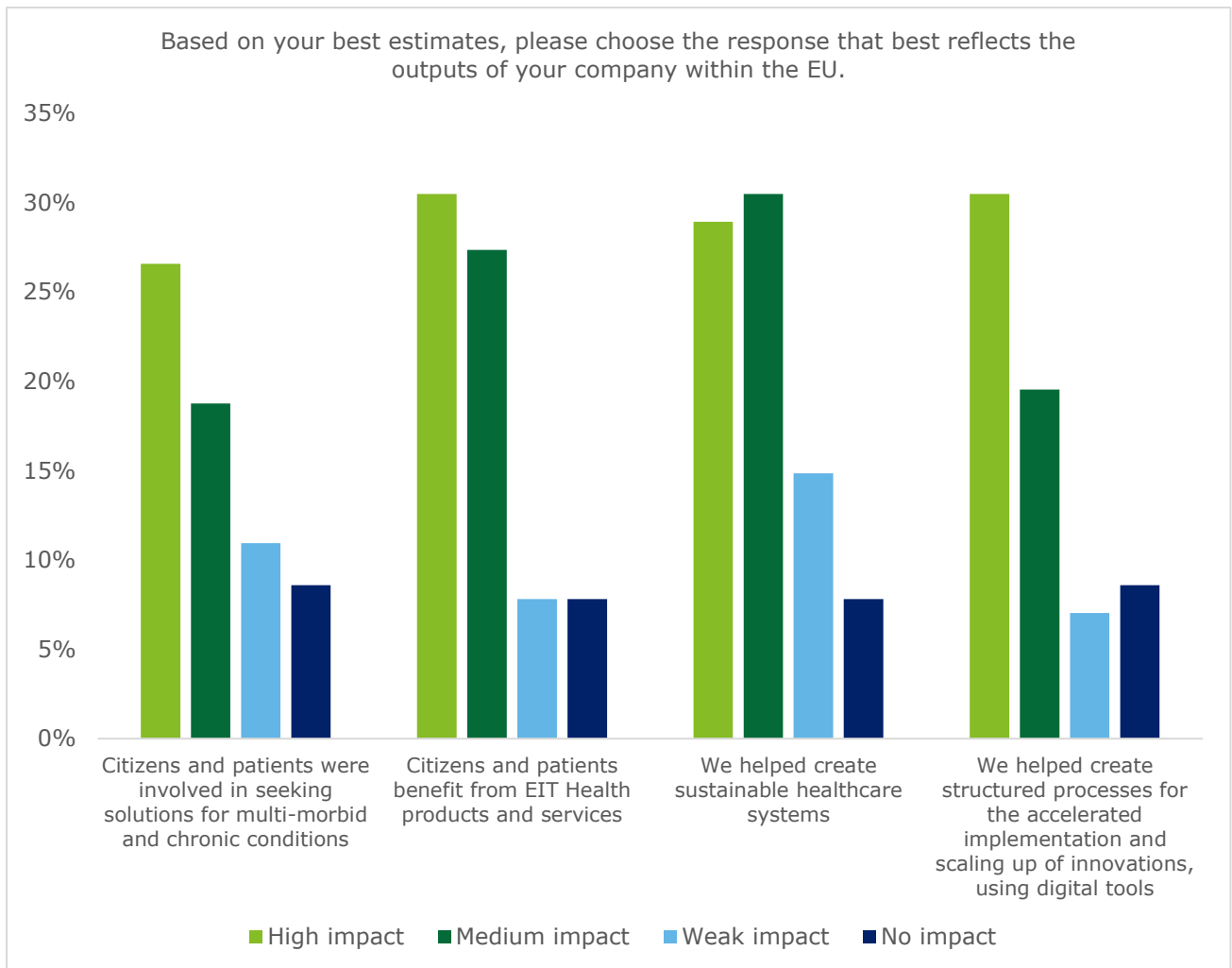
Source: Results of the survey among start-ups/scale-ups supported by the KIC

Furthermore, based on the background data received from EIT Health for the period of 2016 – 2020, about 49 scientific publications in scientific journals have been produced through KIC's Added Value Activities (hereinafter "KAVAs"), while only 9 patent applications were registered that would be related to the societal challenges. Out of these, 4 patent applications were awarded. Also, with relevance to these challenges, about 237 prototypes and testing activities were produced in the same period.[27]

On the other hand, to gain a better understanding about persistent and emerging health-related challenges straight from the healthcare providers, the KIC launched a Think tank, which comprised of experts to systematically collect data and knowledge, as well as inform about the current healthcare trends. The agility of EIT Health in a swift reaction to global societal challenges was demonstrated during the COVID-19 pandemic, when several innovative projects addressing the urgent needs were supported, e.g., the ones dedicated to dealing with a general lack of medical staff protection equipment. In 2020, EIT Health supported 36 solutions, all responding to the COVID-19 crisis, with their main emphasis being placed on the

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[27] To illustrate, there were 120,866 healthcare-related patents published at Espacenet (European Patent Office) for the period of 2016-2020. For the sake of a more targeted comparison, a more robust analysis would be needed since not all of these patents are related to the societal challenges assessed in this report. On the other hand, Espacenet lists only patents that have been registered under the European Patent Office (European businesses might prefer registering their patents elsewhere, e.g., in the US). Souce: Espacenet – search results.

enhancement of diagnostics, clinical triaging, home monitoring, training for healthcare professionals, use and collection of data and biomarkers, as well as securing medical supplies.[28]

The accurate assessment of the "The results of the KIC's activities have contributed significantly to addressing the societal challenge it was designated for" indicator will thus largely depend on a proper definition of the "significance" in the contribution of the KIC's activities. EIT Health activities and results have content-wise added to the process of dealing with the above-defined societal challenges. EIT Health proved to be able to stay on track and react to the emerging issues and challenges in the healthcare sector, as evident in a swift response to the constraints brought about by the COVID-19 crisis, e.g., the Start-up Rescue Instrument. The relevant EIT Health innovative projects were generally well-designed, demonstrating contributions to the KTI, including fast validation and implementation of the solutions. Moreover, the area of citizen involvement, outreach and training shows efforts from the KIC, gradually ensuring that people are educated and more active both in their own health and the health innovation. The KIC's ability to effectively contribute to tackling all 4 societal challenges outlined earlier can be thus viewed as positive.

6.1.3. KIC has made evidenced progress against the following impact indicators (as per definitions provided in the EIT Impact Framework):

As part of the 7-year assessment methodology, the EIT included a number of societal impact indicators that would be able to estimate the impact EIT Health has had on progressing towards solving their societal challenge. The indicators are as follows:

- Citizens and patients involved in seeking solutions for multi-morbid and chronic conditions
- Citizens and patients benefitting from EIT Health products and services
- Creating sustainable healthcare systems
- Creating structured processes for the accelerated implementation and scaling up of innovations, using digital tools

However, the majority of these indicators did not have any relevant monitoring data collected or initial values to compare from, **as the EIT only introduced them in 2021**. Given these shortcomings, **the assessment of these indicators considers the relevance of the KIC's activities in contributing to the achievement of these goals, rather than the level of impact already achieved, as requested by the EIT**.

Based on the findings under "The results of the KIC's activities have contributed significantly to addressing the societal challenge it was designated for", it can be stated that the KIC has been making progress towards fulfilling its impact indicators, despite these being introduced only recently (2021). Nevertheless, the impact is difficult to quantify and it will be upon the KIC's responsibility for the upcoming years to clearly evidence that a "significant" impact has been achieved. Yet, with a new EIT Impact Framework in place, the monitoring processes should now be facilitated to provide reliable data for the assessment.

Similarly, assessing economic impact through impact KPIs introduced lately is a difficult task due to its retrospective character (these indicators were also introduced in 2021). To the maximum extent possible, the assessment of the economic impact indicators is included in the following sections.

6.1.4. Economic impact: % (& € if available) contribution to revenue growth and profitability of organisations trading or employing KIC innovations

The KIC has very limited tools to collect data on the % and the total sum of their revenue or profitability resulting from by the KIC supported innovations. There are no robust quantitative data available covering all the supported ventures and other organizations. The KIC has no legal basis to demand the data from the organizations and the organizations have no obligation to report it. The revenue growth can be rather

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[28] EIT Health Annual Report 2020

inherently assumed based on the nature of the support and collaboration going from triggering innovation, support in launching products and services on the market, to building bridges to investors and venture capital. In 2021, however, the KIC introduced its start-up database called Dealroom, an open-access platform dedicated to tracking EIT Health supported start-ups. It can be thus assumed that the KIC will improve its monitoring of the ventures supported via a proper use of this platform.

It can be reasonably assumed that KIC's activities have contributed to the increase of the revenue growth and profitability. According to the reported KIPs, about 60 innovative products and/or services have been launched on the market between 2017 and 2020. It is highly likely, that the introduction of these products and/or services on the market have led to revenue growth. In the same period, the KIC registered and approved about 99 success stories documenting the successful development of innovations.

There are some qualitative examples of increase in the valuation of supported ventures, such as the PhagoMed GmbH valuated for EUR 7 million in 2019, that was supported through the Catapult and Gold Track programmes and acquired by BioNTech SE for ten times higher value.

Generally, it takes more years for the products, services and start-ups as such to start generating revenue in the healthcare market, two to three years in minimum, 10 years in average. Another circumstance hindering the achievement of better results in this field is the general rule of EIT, that counts created start-ups only when they get the first paying customer. At the time of the EIT Health creation, it was basically assumed, that the revenue could be created after 10 years first. But this assumption was followingly assessed as low and reshaped. New goals were set up as of the number of programmes keeping high quality and increase and speed up the revenue growth for 4-5 years earlier.

These aspects were confirmed also within the ventures survey conducted for this assessment, where 43% of the respondents had not developed any innovation yet or have not generated any revenue (growth) from the innovations. The vast majority of the respondents - 48% reported to generate from the innovations developed through the engagement with EIT Health a revenue of up to EUR 0.5 million. Only 6% of them have managed to reach the revenue between EUR 0.5 – 1 million. For details see the chart below:

Figure 3: Revenue from innovations developed through engagement with EIT Health and launched on the market
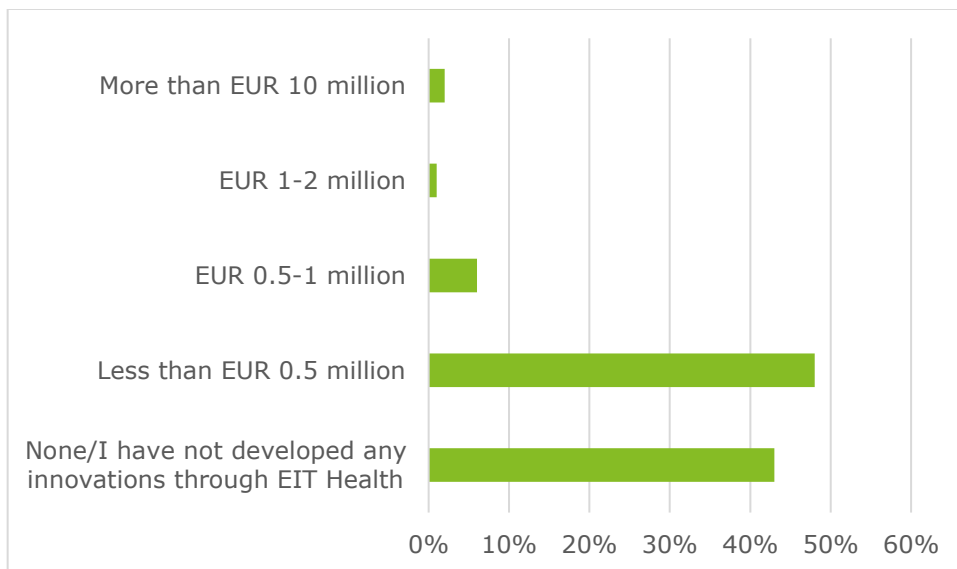
Source: Results of the survey among start-ups/scale-ups supported by the KIC

Similarly low is the estimated impact of the engagement with EIT Health on the revenue growth, where 63% of the respondents estimated to be absent or lower than 5%:

Figure 4: Impact of the engagement in the activities of EIT Health on the contribution to company's overall revenue growth

Impact of the engagement in the activities of EIT Health on the contribution to company's overall revenue growth
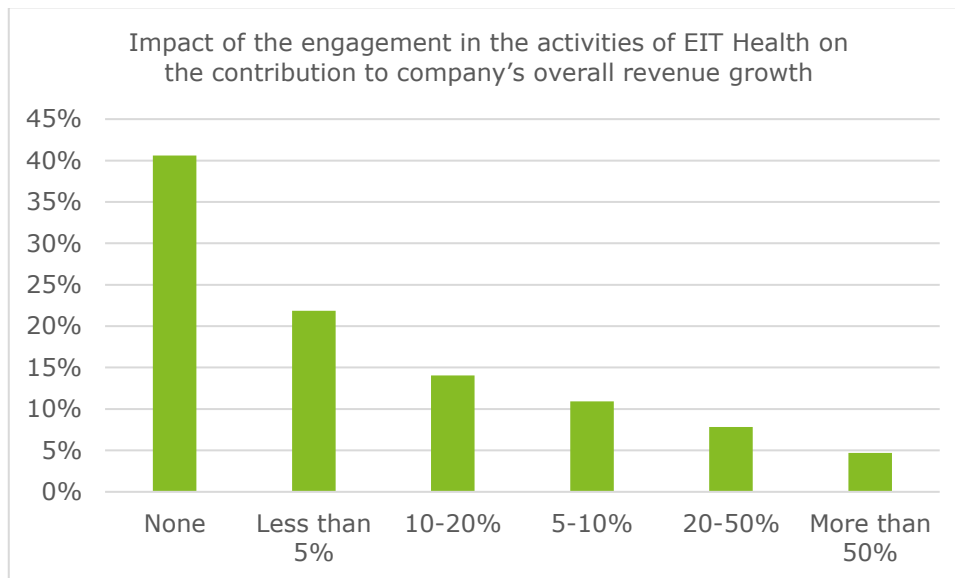
Source: Results of the survey among start-ups/scale-ups supported by the KIC

The same trend was logically identified by the respondents as of the profitability growth, which was estimated as very low (less than 5 %) or none by 66 % of the respondents:

Figure 5: Impact of the engagement in the activities of EIT Health on the contribution to company's overall profitability growth

Impact of the engagement in the activities of EIT Health on the contribution to company's overall profitability growth

Source: Results of the survey among start-ups/scale-ups supported by the KIC

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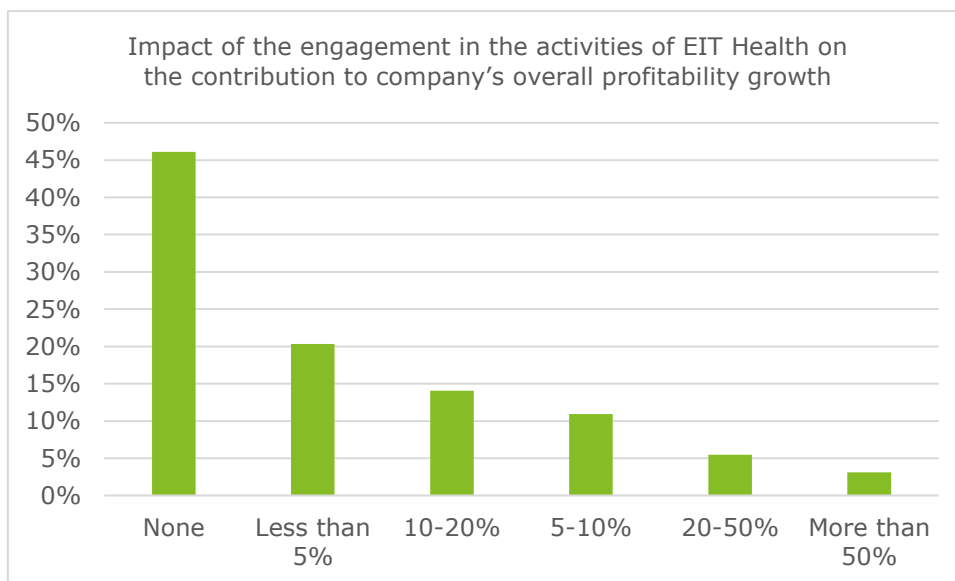
Based on the currently available data, the impact of EIT Health on the revenue growth of engaged organizations can be assessed as low. There is no precise data on the current revenue growth available for all reasons mentioned above and the only data available from the ventures survey show the rather low impact so far. Furthermore, due to the healthcare sector's specifics, it might be too early for some of the businesses supported to generate their first revenues. However, the KIC is on its way to meet the expectations in the future, when more innovative products and/or services will be launched and will find their place on the market and finally increase the revenue of the organizations. Great opportunity is the significant window of opportunities on the market opened by the COVID-19 pandemic that revealed many new needs and inquiries.

Additionally, to support the ventures, EIT Health has helped them develop business and go-to-market strategies, business proposition and more recently even gaining the follow-up funding. This is highly commendable since the surveyed ventures claimed that the miss the KIC's support in later stages of their business development, e.g., the first commercialization and internationalization phases.

6.1.5. Economic impact: # and revenue of start-ups and scale-ups supported by KICs trading at least 1 year after KIC support ceased

There is no data available at this level of granularity for the assessment of this indicator. However, all findings and conclusions from the above described and assessed indicator are relevant for this indicator too. According to the ventures survey results among ventures supported by the KIC 1 and more years in the past, 50% of the respondents reported to have reach the revenue less than EUR 0.5 million EUR, 5% revenue between EUR 0.5 – 1 million and 45% no revenue at all. For details see the chart below:

Figure 6: Revenue from innovations developed through engagement with EIT Health and launched on the market at least 1 year after KIC' support ceased
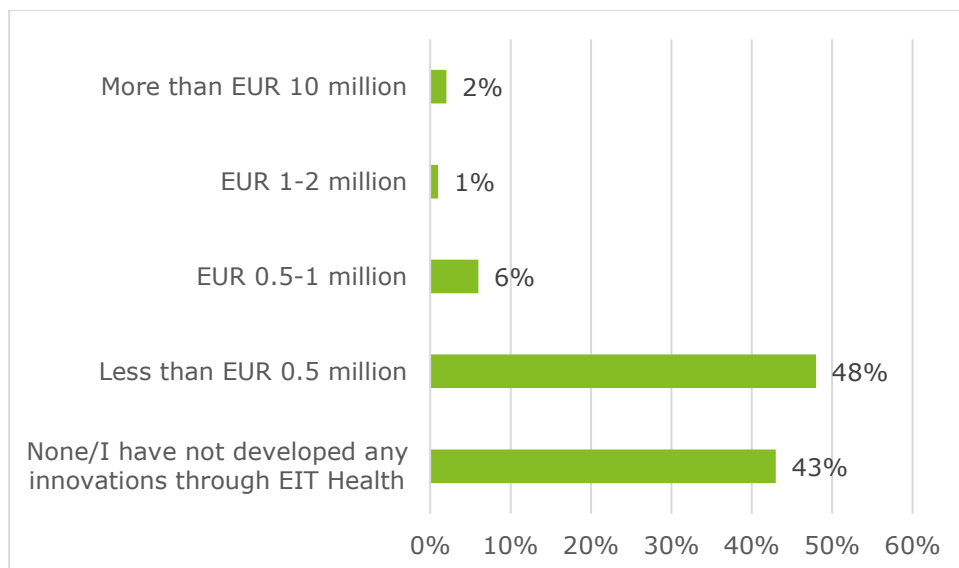
Source: Results of the survey among start-ups/scale-ups supported by the KIC

6.1.6. Economic impact: # new jobs created in start-ups/scale-ups

177 jobs were created in KIC-supported ventures in the same period. Only in 2020, according to unofficial resources up to 300 new jobs were reported to be created as a direct/indirect result of the cooperation with the KIC. The following table shows the only official data available on the job creation between 2018 and 2020:

Table 6: Number of jobs created in the KIC-supported SMEs as a direct result of supported projects

Number of jobs created in KIC-supported SMEs as a direct result of supported projects	2018	2019	2020	Total
No. of jobs created	43	68	66	177

Source: Grant Reporting. Verified with EIT and the KIC.

Half the ventures survey respondents believe they created no direct jobs within their company (because of their involvement with EIT Health). Almost one fifth of the respondents (17%) created one direct job or 2 direct jobs (also 17 %). As far as indirect jobs are concerned, 44% of the respondents created 0 indirect jobs, and around one fifth created 1 indirect job (18%) and 2 indirect jobs (16%).

6.1.7. Economic impact: Impact on employment growth as a result of company being engaged with KICs

Based on the previous findings and particularly on the overperforming KPI of investments attracted, it can be reasonably assumed that the KIC´s support contributed to the employment growth, as the investments are mostly linked to hiring of new staff into the start-ups. Further data provided by the KIC (Dealroom platform) point towards 13,500 jobs being created since 2017, most of them in companies with 10-50 employees. This platform includes data that is self-reported by the companies.

6.1.8. Economic impact: # and type of jobs in existing businesses in KIC sector sustained through innovations

There is no data capturing the number or the scope of jobs sustained through innovations. According to the quantitative indicators reported by EIT Health[29], the KIC has contributed to the creation of 570 jobs in new businesses either as a direct result of its activities or involved projects between 2017 and 2019. The table below shows the total number of new jobs created per year:

Table 7: Number of jobs created in new business organizations as a direct result of supported projects

Number of jobs created in new business organisations as a direct result of supported projects	2018	2019	2020	Total
No. of jobs created	44	293	233	570

Source: Grant Reporting. Verified with EIT and the KIC

The largest proportion of the ventures survey respondents (62%) stated they had not sustained any jobs due to their engagement with EIT Health. Only 11% respondents sustained 1 job. For detailed breakdown see the chart below:

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[29] This relates to the KPI target and achieved values of all indicators monitored by EIT Health, which were provided for the 7-year assessment by the KIC. These values are continuously worked with across the entire assessment report.

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Figure 7: Sustained jobs within companies

Sustained jobs within companies (jobs that would have disappeared but were safeguarded because of your engagement with EIT Health)
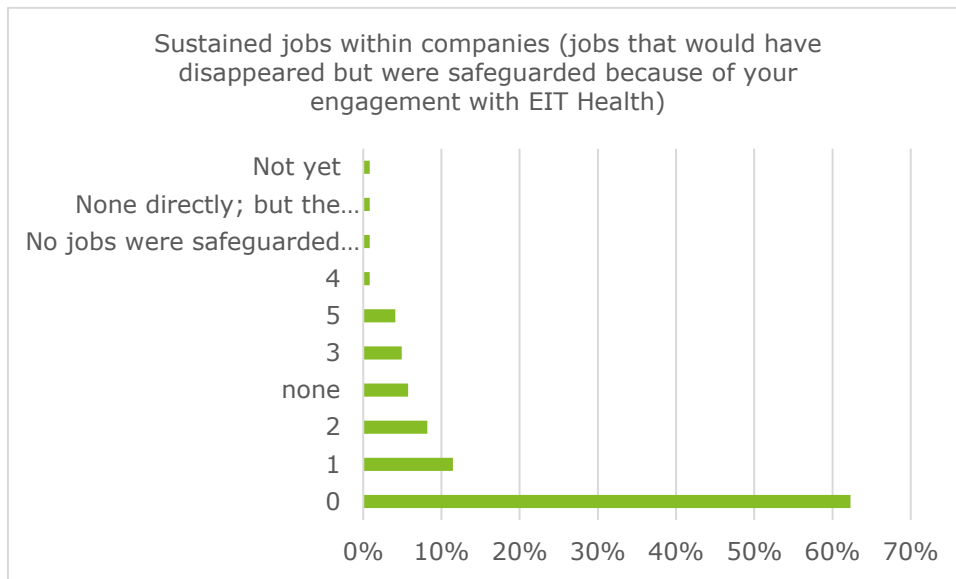
Source: Results of the survey among start-ups/scale-ups supported by the KIC

Based on the general absence of relevant data, it is not possible to assess the exact scope to which the engagement with EIT Health has contributed to the sustainability of jobs.

6.1.9. Economic impact: # and type of skill gaps and/or skill shortages filled by KIC sector

From all the ventures survey respondents reporting creation of new jobs within their company thanks to their involvement in the EIT Health activities, 50% did not consider these jobs to be as qualitatively new job types/families. While almost one third (29%) was unable to assess their jobs in this manner, 22% of the respondents believe they created qualitatively new job types/families.

These include researchers and research and development directors/engineers, business and algorithm developers, communication and administration specialists, CEOs, regulatory and quality officers, CFOs, CMOs, COOs, project managers, directors of customer success, data entry specialists, product owners, design engineers, clinical contacts specialist, digital sales director, medical advisors, machine learning engineers, managers for digital regulated health products and others. In most cases, 2-4 employees are assigned to these roles/jobs.

86% of the start-ups/scale-ups claim that with regards to the created jobs reported earlier in the survey, the person employed in any of these jobs helped to fill skill gaps and/or shortages exiting in the sector. In particular, the skill gaps and/or sector shortages involved innovation skills and competencies (67%), working with computers/IT skills (38%) and creativity skills and competencies (29%). Some of the respondents indicated other specialist skills too, such as digital therapeutics, regulatory and quality assurance, financial skills, market knowledge and technical skills. In general, 1-2 of the created jobs reported earlier helped to fill these skill gaps and/or sector shortages.

In general, some of the surveyed ventures found it difficult to determine which of the jobs were created as a result of their engagement with EIT Health, as they are often part of a larger cluster or collaborate with multiple entities.

Taking the above-mentioned findings into consideration, it can be stated that EIT Health performed reasonably well in contributing to the creation or sustainability of jobs. However,

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only a very small rate of the jobs could be considered as qualitatively new job types / families.[30]

6.1.10. All KIC's activities have been fully aligned with and relevant to the EIT objectives as defined in EIT legislative framework

The original legislative objective anchored in the 2008 EIT Regulation was defined as follows:[31] "The EIT's objective is to contribute to sustainable European economic growth and competitiveness by reinforcing the innovation capacity of the Member States and the Community. It shall do this by promoting and integrating higher education, research and innovation of the highest standards."

This general objective was transformed into an overall mission of EIT Health and complemented by a specific objective for the period of 2014 – 2020, as stated in the EIT Regulation 2013. EIT adopted Horizon2020's main objective of "contributing to building an economy based on knowledge and innovation across the whole Union by leveraging sufficient additional research, development and innovation funding" reinforced by three priorities "a) excellent science; b) industrial leadership; c) societal challenges."[32] These general objectives further encompass the following specific goals:

- integrating the KT of research, innovation and education and thus to reinforce the Union's innovation capacity and address societal challenges[33]
- responding to the priority of "Societal challenges"[34]
- fostering "Leadership in enabling and industrial technologies"[35]

The Regulation outlines the central rationale behind EIT operating as an integrator of education and entrepreneurship with research and innovation and following the business logic and a result-oriented approach across all its activities. As stated in the Regulation, "EIT should (further) foster entrepreneurship in its higher education, research and innovation activities. In particular, the KIC should promote excellent entrepreneurial education and support the creation of start-ups and spin-offs."[36]

From 2021 onwards, the objectives were reaffirmed and now include the requirements for transparency, tackling major societal challenges (mostly those caused by the COVID-19 pandemic) and the promotion of synergies.[37]

EIT Health core activities related to the KTI principle have been fostering and nurturing the collaboration of research organizations, businesses and universities, as well as academic institutions. This is also evident in the three pillars of the EIT Health activities:

1. Innovation PROJECTS – providing (financial) support and fostering innovation projects integrating the KT (featuring business creation and / or innovation, as well as education activities) by building co-creation environments, enabling access to international markets and funding opportunities.
2. Health ACCELERATOR BUSINESS CREATION – providing business coaches and training for EIT Health projects and transforming the innovation process by bridging the fragmented innovation ecosystems.
3. Health EDUCATION– providing an educational platform of excellence, including educational activities that apply a Stellar approach to further support Masters' and PhD students, post-doctoral

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[30] As based on the survey among supported ventures.
[31] Article 3, 2008 EIT Regulation
[32] REGULATION (EU) No 1291/2013 OF THE EUROPEAN PARLIAMENT AND OF THE COUNCIL of 11 December 2013 establishing Horizon 2020 - the Framework Programme for Research and Innovation (2014-2020) and repealing Decision No 1982/2006/EC
[33] COM(2011) 809 Final, 30. 11. 2011 – Regulation of the European Parliament and of the Council establishing Horizon 2020 – The Framework Programme for Research and Innovation (2014-2020)
[34] REGULATION (EU) No 1291/2013
[35] Ibidem.
[36] REGULATION (EU) No 1291/2013 OF THE EUROPEAN PARLIAMENT AND OF THE COUNCIL of 11 December 2013 establishing Horizon 2020 - the Framework Programme for Research and Innovation (2014-2020) and repealing Decision No 1982/2006/EC
[37] REGULATION (EU) 2021/819 OF THE EUROPEAN PARLIAMENT AND OF THE COUNCIL of 20 May 2021 on the European Institute of Innovation and Technology

researchers, health professionals and executives in gaining entrepreneurship skills and expanding their innovation literacy.

EIT Health has supported over 1,200 start-ups and scale ups, contributed to the creation of new start-ups from the EIT labelled MSc/PhD programmes, attracted more than 10,000 applicants in the EIT labelled PhD programmes and achieving more than 140 graduates. Furthermore, the KIC enabled almost 400 exchanges between industry / public sector and academia, bringing on board more than 150 world-class partner organizations, including research organizations, large industrial partners and hundreds of SMEs. In terms of these activities' impact on the involved participants, EIT (including EIT Health) has been praised for building EU innovation communities, developing a pool of talented entrepreneurs and improving knowledge transfer - as shown by the results of the Interim report survey from 2017.

All activities of EIT Health have been fully aligned and relevant to the objectives as defined in the legislative framework. All activities have been pursuing economic growth, supporting higher education and / or addressing societal challenges. Through adhering to the KT principle, EIT Health followed the key objectives of interconnecting research, innovation and private businesses. EIT Health has constantly followed and responded to emerging societal challenges and paid due attention to the areas of unmet needs, including recent COVID-19 but also other chronic diseases.

6.1.11. The KIC has fully achieved its 7-year Strategic Agenda objectives and expected results in line with its initial strategic objectives. Any deviation from the Strategic Agenda has been justified, approved by the EIT and has led to maximizing impact.

The Strategic Agenda from 2016 defines a set of objectives under 3 key challenges as follows:

- Challenge 1: Promote Healthy Living
  - o Business objective 1.1: Self-management of health
  - o Business objective 1.2: Lifestyle intervention
- Challenge 2: Support Active Ageing
  - o Business objective 2.1: Workplace interventions
  - o Business objective 2.2: Overcoming functional loss
- Challenge 3: Improve Healthcare
  - o Business objective 3.1: Improving healthcare systems
  - o Business objective 3.2: Treating and managing chronic diseases.

The extent of the contribution to the fulfilment of the Strategic Agenda 2016 objectives, were assessed through the survey among EIT Health supported ventures. As seen in Figure 8 below, the results of the survey demonstrate a rather modest contribution of the ventures to the achievement of the objectives, where most of the surveyed supported ventures stated that their activities done through their engagement with the KIC have remained without any impact, or alternatively have been somewhat impactful or impactful, as opposed to very impactful / extremely impactful that was indicated only by a smaller share of the respondents.

Figure 8: Contribution of the surveyed supported ventures' activities to the EIT Health objectives
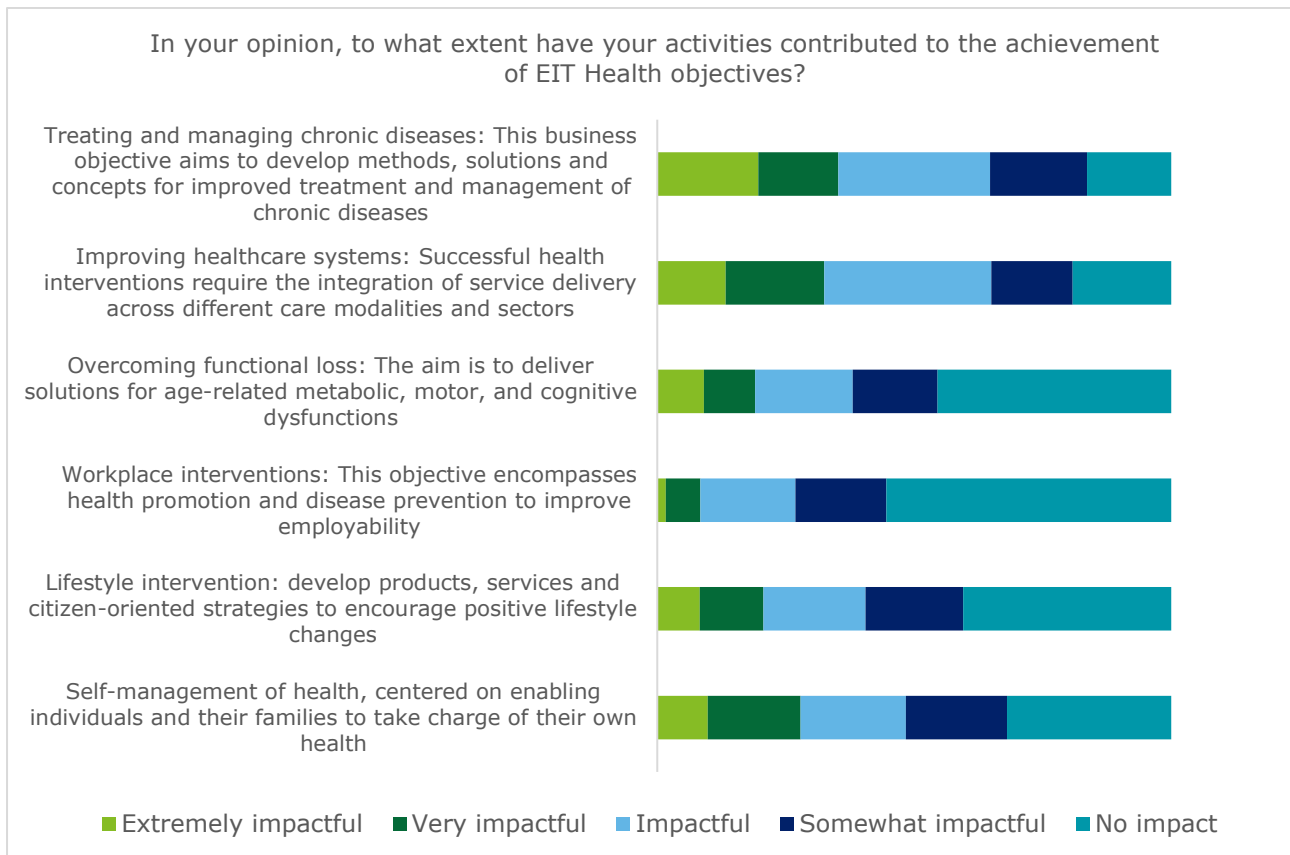
Source: Results of the survey among start-ups/scale-ups supported by the KIC

EIT Health has been subjected to several interim evaluations and monitoring exercises that were assessing the progress made towards the fulfilment of the KIC's KPIs and targets and these also provided a complex overview of the KIC's governance model and overall performance. One of the first assessments on the implementation of the educational activities was concluded in November 2016, followed by the innovation agenda implementation assessment in 2017 and KTI assessment in February 2018. The last evaluation conducted comes from 2020 and is dedicated to the EIT RIS (hereinafter "Regional Innovation Scheme") area. In general, all these evaluations were complimenting EIT KICs for their unique ability to respond to market and societal trends, however, raising concerns about the KICs' "ability to stay consistent over time on what the KICs' overarching aim (is), what the specific indicators used to measure this (are), how this (will) be communicated, to whom and by when and how the work activities will be managed to ensure the required outputs".[38] The 2018 assessment further raised concerns about the impact of the KICs' lean or agile project management in pursuit of overhead cost reduction, leading to "chaotic" management.

Furthermore, some of the EIT Health portfolio changes were triggered by the recognition that many, if not all the projects submitted to open calls, may fall under all three defined areas. A more targeted approach for calls for proposals, with the intention to achieve a higher impact was proposed in 2019.

The EIT Health own FPA 2016 proposed the following three layers of performance measurement:

- on the project level reported by beneficiaries
- on the portfolio level monitored through KPIs

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- on the population level

With regards to the layers of performance, the project level is not relevant for the assessment of the Strategic Agenda objectives, it is suitable to monitor the compliance of the activities with what was planned. Some of the proposed portfolio KPIs in the FPA 2016 are not relevant for the measurement of the EIT Health objectives achievement either. In addition, EIT Health specific KPIs do not follow the logic of the objectives, are clustered into cross-cutting dimensions, focusing on the monitoring of performance in the field of Education, Business, Innovation and Communication / Dissemination. There is no direct relevance to or relation between the portfolio KPIs and strategic objectives as defined above. The most relevant for assessing the achievements of the objectives are therefore the outcomes reached on the population level, measuring the impact of EIT Health on the European population (see Figure below):

Figure 9: Possible KPIs related to outcome (FPA 2016)

Objective	Potential outcome-related KPI
Quality of Life	Health Outcome (QALYs)
	Prevalence of key risk factors (BMI/blood pressure)
	Life expectancy at age 65
	Average retirement age
	Incidence of 'preventable' chronic disease*
	Incidence of other chronic age-related conditions (e.g. dementia)
	Others to be defined
Sustainability of healthcare systems	Cost of healthcare (per patient/per clinic visit)
	Implementation of integrated care pathways for target conditions
	Staff attrition – frontline care staff (%)
	Average patient wait time
	Healthcare cost (% of GDP)
	Proportion of healthcare delivered in primary/secondary/tertiary care

Table 12: Possible KPIs related to outcome

Source: Strategic Agenda 2016-22

It is not clear, however, whether this "possible" framework of potential KPIs related to outcome has ever been finalized or approved. In addition, EIT Health has not been collecting data for these indicators and it is not clear to what extent the "patient / citizens' populations" have been defined to be able to clean the values from external influences (if it is possible at all), independently from the EIT Health interventions. Some of the outcome-related KPIs and expected impacts would be possible to monitor and assess after much longer period. This relates particularly to primary prevention and care, where the real impact could be felt in 40 - 50 years' time. Based on the data available, the use of this framework is thus most likely be entirely indicative at best. Due to the absence of clearly defined target populations, well defined data cleaning methods, baseline and target values, and current data collected for these KPIs, it is impossible to assess to what extent the EIT Health Strategic Agenda 2016-2022 objectives have been fulfilled.

6.1.12. The KIC has achieved its objectives and respective targets as stated in its original proposal and Strategic Agenda in relation to the societal challenge.

Lack of data does not enable us to conduct a comprehensive assessment of this criterion beyond what was already discussed under the criteria evaluated above. Moreover, the KPIs' target and achieved values have been changing in time, often with little explanation provided on their grounds. More details on the EIT Health KPIs' measurement are outlined in the evaluation of the following indicator (KPI targets defined in the KIC original proposal, Strategic Agenda and Business Plans achieved).

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6.1.13. KPI targets defined in the KIC original proposal, Strategic Agenda and Business Plans achieved.

The KIC's Strategic Agenda 2016-2022 defines a set of internal and external KPIs with their target values across the whole period (defined on an annual basis). The internal KPIs and their target values were defined and fulfilled in the period of 2016 – 2022 as follows:

Table 8: Internal KPIs and their target values (Strategic Agenda 2016 – 2022)[39]

KPI	2016	2017	2018	2019 – 2022[40]	Cumulative target	Actual achievements as of 2020	Comments
Dimension: Financial							
Amount of complementary funding (EUR)	1,028,000	1,000,000	1,000,000	4,000,000	**7,028,000**	**3,920,999**	Source: Reported Alternative Funding Sources (EUR)
In-kind contribution attracted (EUR)	102,843,000	216,162,000	297,746,000	1,830,691,000	**2,447,442**	**Data not available**	
Invested cash contribution (%)	100%	100%	100%	100%	**Not applicable**	**Data not available**	
Membership cash contribution attracted (EUR)	5,926,000	7,130,000	8,180,000	32,720,000	**53,956,000**	**7,192,500**	Source: Reported Membership fees
Overall KAVA / KCA ratio of KIC activities	28 %	24 %	25 %	25 %	**Not applicable**	**Data not available**	
Budget deviations from planning (EUR)	2 %	2 %	2 %	2 %	**Not applicable**	**3.58%**	
Dimension: Management							
Number of Core Partners/ Associate Partners/ Project Partners	50/80/60	56/100/60	64/116/75	64/116/75	**Not applicable**	**86/152/259**	Cumulative number

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[39] Various colours in the "Actual achievements as of 2020" column indicate whether the value achieved exceeded the KPI's target value (green), was lower than the KPI's target value (red) or no data was found to evaluate the KPI (black).
[40] Since the reporting of 2021 and 2022 is not closed yet, the respective column shows the latest data that was gathered for the evaluation purposes.

KPI	2016	2017	2018	2019 – 2022[40]	Cumulative target	Actual achievements as of 2020	Comments
% personnel fluctuation in management	NA	NA	<3%	<3%	**Not applicable**	**Data not available**	
Number of active/running innovation projects	50	100	130	870	**1,150**	**86** in 2020	
Level of KIC LE functionality	100 %	100 %	100 %	100 %	**Not applicable**	**Not available**	
Number of CLCs[41] in operation	6	6	6	7	**Not applicable**	**7**	
InnoStars LE in operation	1	1	1	1	**Not applicable**	**1**	

Source: Strategic Agenda 2016-22, Grant Reporting. Verified with EIT and the KIC.

For most of the internal KPIs, no quantitative data is available. In case of the "amount of alternative / complementary funding the KIC" KPI, EIT Health seems to have been underperforming, similarly to the "membership contribution" KPI. On the contrary it seems the KIC is significantly overperforming in "number of core/associate/ project partners".

While the internal KPIs in the Strategic Agenda 2016 – 2022 were aimed at monitoring progress in the financial and management chapters, the additional, external KPIs focused specifically on education, business / innovation and communication / dissemination areas. Thus, there was a clear intention to conduct thorough and regular tracking of each of the KTI elements. As seen from Table 9 below, the KIC's performance in increasing its online and physical presence was a fundamental part of its activities' monitoring as well. The following table shows cumulatively achieved values under each of the external KPIs - since their publication in the KIC's original project proposal and the Strategic Agenda 2016. For most of the KPIs, the current data is not available. Furthermore, some of the KPIs have been changed over years and there are some limitations as of their relevance and interpretation. For some KPIs where data is not available for each of the assessed period / year,[42] a less positive trend can be assumed and there it is uncertain whether their 2022 target values can be expected to be reached.

Table 9: External KPIs and their target values (Strategic Agenda 2016 – 2022)[43]

EIT Health-specific KPIs	SA 2022 Targets	Actual achievements as of 2020	Comments
Dimension: Education			

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[41] In the Table, InnoStars is classified as CLCs.
[42] With these KIPs, there is data available only until 2017 at maximum.
[43] Various colours in the "Actual achievements as of 2020" column indicate whether the value achieved exceeded the KPI's target value (green), was lower than the KPI's target value (red) or no / insufficient data was found to evaluate the KPI (black).

EIT Health-specific KPIs	SA 2022 Targets	Actual achievements as of 2020	Comments
Number of health professionals and executives trained	24,751	**9,791**	As of 2020
Number of graduates trained in Innovation & Entrepreneurship by KIC	5,118	**7,553**	As of 2020
Number of exchanges realized between industry / public sector and academia	5,192	**451**	Data available only for 2016 and 2017
Number of cross-CLC / InnoStars exchanges between students or academia/industry	1,520	**226**	Data available only for 2016 and 2017
Absolute number of participants in EIT Health MOOC sessions	1,833,556	**28,180**	Data available only for 2016 and 2017
Number of open courses offered to the public (MOOCs)	229	**37**	Data available only for 2016 and 2017
Number of completions per open course (MOOC) that is part of a formal degree programme	41,856	**367**	Data available only for 2016 and 2017
Dimension: Business / Innovation			
Change in the number of employees in KIC-supported SMEs	484	**Not available**[44]	**177** - Number of jobs created in KIC-supported SMEs as a direct result of the projects (by 2020). **570** - Number of jobs created in new business organisations as a direct result of the projects (by 2020).
Number of SMEs actively involved in EIT projects	608	**200**[45]	Data available only for 2016 and 2017
Number of large industrial partners involved in ET Health projects	289	**85**	Data available only for 2016, 2017 and 2018
Capital attracted to EIT Health SMEs (EUR)	126 560 378	**519,307,452**	Source: Investment attracted by start-ups supported by KICs as of 2020
Dimension: Communication / dissemination			
Online media impressions	1,720,000	**8 211 194**	

EIT Health-specific KPIs	SA 2022 Targets	Actual achievements as of 2020	Comments
			Data added only for 2016 and 2017 – as reported in Grant Assessment.[46]
Online media audience (across website and social media channels measured by views / likes, retweets)	264,500	356 931	Data added only for 2016 and 2017 – as reported in Grant Assessment.[47]
Number and audience of events	325 / 35 500	269 / 13 579	Data available only for 2016, 2017 and 2018
Press coverage[48]	7,900	163	Data available only for 2016 and 2017
Overall cumulated media audience	160,000,000	27 781 681	Data available only for 2016 and 2017

Source: Strategic Agenda 2016-22, Grant Reporting. Verified with EIT and the KIC.

Regarding the KPIs set and followed through the KIC's yearly business plans, these did not necessarily follow the KPIs proposed in the Strategic Agenda 2016-2022, e.g., KPIs such as the number of cross-CLC / InnoStars exchanges between students or academia / industry and / or change in the number of employees in KIC-supported SMEs were not included in business plans whatsoever. In contrast, the KIC's business plans included their own additional indicators, e.g., the number of products (goods or services) or processes launched on the market. It is also important to note that some of the Strategic Agenda 2016-2022 KPIs were originally included in business plans, however, ceased to be further monitored /reported, e.g., the number of exchanges realized between industry / public sector and academia was only monitored in 2016 and 2017, the number of large industrial partners was monitored only until 2018, etc.[49] As a result, the Strategic Agenda 2016-2022 became separate to business plans, nevertheless, its internal and external indicators have to a large part not been kept record of.

Based on the desk research and a thorough evaluation of the background data and documents provided by EIT Health, it was found out that the KPIs' monitoring is rather inconsistent and, on many occasions, disorganized. This is mainly because although there are KPIs set in business plans, there are large discrepancies in what data is presented across other supporting / assessment documents and reports.[50] In addition, it is a large shortcoming that EIT Health has not launched its EIT Health Monitor or any type of a comprehensive monitoring system, which would reliably cover all KPIs and their targets that the KIC must and / or plans to achieve during its operations. It is commendable, however, that the KIC launched a start-up dashboard, a platform where supported ventures report values across a large set of variables, divided into categories such as Investors, Exits, Accelerators etc., yet the reporting could be improved to include start-ups / scale-ups that no longer take part in the EIT Health supporting programmes.[51]

In terms of the general KPIs' monitoring, the following findings were made:

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[46] Further data was provided in separate sheets by the KIC for the 2018-2021 period, all demonstrating that the KIC has exceeded its original communicational goals in this area.
[47] Further data was provided in separate sheets by the KIC for the 2018-2021 period, all demonstrating that the KIC has exceeded its original communicational goals in this area.
[48] Number of times when EIT Health was featured in the press.
[49] As evidenced in annual business plans and grant assessment reports.
[50] We refer to the documents and reports that were made available for the 7-year assessment by EIT Health.
[51] This is a shortcoming that EIT Health is aware of and is therefore working on solving it as soon as possible.

- differing KPIs' target values in Grant Reporting, Strategic Agenda and the KIC's original proposal[52]
- increasing ambition in KPIs' target values over time, although the previously set target values were not met; also, adding new KPIs with ambitious target values, despite some of the previously set indicators have not been fulfilled or monitored continuously[53]
- on some occasions, Grant Assessment Reports assessed indicators that were not previously set in business plans[54]
- previously not monitored KPIs appeared across various background documents and reports[55]
- changing codes (#ref) of some KPIs over time, the same indicator thus changed its monitoring / reference number
- missing target values for the Horizon 2020 indicators that would help assess their fulfilment
- no explanation provided on the inconsistencies in the KPIs' monitoring across time by the KIC

While some of the changes made in the KPI's monitoring might be considered as a flexible adaptation to the external circumstances (especially during the COVID-19 pandemic), the system is not organized enough to render good orientation across past / current KPIs and their target values. With regards to the monitoring of the KIC's societal impact, some specific KPIs are covered in the Business Plan 2021-2022 that if monitored, will be vital to measure the KIC activities' relevance for the society, especially for patients / citizens, healthcare providers and healthcare systems. Up until 2021-2022, no societal KPIs with specific target values have been set nor continuously monitored.

Looking at the EIT Health KPIs 2016-2021, provided by EIT Health as the main reference point, it is evident that the set of KIPs underwent changes on two occasions - in 2016/2017 and in 2020/2021. It is therefore most relevant to look at the period of 2017-2020 to evaluate which of the KPIs were continuously monitored and whether the values recorded fulfilled the originally planned target values. The data shows that EIT Health was performing well in achieving (mostly exceeding) its target values in the EITN06 Investment attracted by start-ups supported by KIC indicator in the long run, a finding that was also confirmed through several past assessment studies. Other KPIs usually did not achieve their target values and it was only in 2020 that a positive change was seen in a total of 5 KPIs, as these met or even exceeded their target values.[56] In 2021, additional RIS-specific indicators will be monitored (see Chapter 12 EIT Regional Innovation Scheme (EIT RIS)).

Compared to the data received in annual business plans and relevant grant reporting, it can be confirmed that EIT Health has been successful in reaching or exceeding its KPIs' target values in the investment attracted by start-ups supported by the KIC. In addition, EIT Health generally met its targets in the following KPIs:

- number of start-ups supported by the KIC
- citizen outreach activities (e.g., MOOCs, festivals)
- number of pilot projects in InnoStars regions
- number of non-EIT Health events / fairs / conferences where EIT Health partners are present, presenting
- number of jobs created in KIC-supported SMEs as a direct result of your project

A complex evaluation of the KIC's performance in achieving its KPIs set in the Strategic Agenda 2016-2022 and business plans, however, remains to be problematic due to the shortcomings outlined earlier. This is

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[52] In addition, Annex 1 BP2020AMDT_PorfolioChanges_EITH_04.08.20 also included different KPIs' target values.

[53] In some occasions, the newly set, ambitious KPIs have not been continuously monitored either.

[54] Grant Assessment Reports thus sometimes included KPIs beyond those that were planned to be reached in annual business plans.

[55] E.g. in Annex 1 BP2020AMDT_PorfolioChanges_EITH_04.08.20 and EIT Health KPIs 2016-2021

[56] EITN05 Number of start-ups supported by KICs, EITN06 Investment attracted by start-ups supported by KICs, EITN07 Number of success stories submitted to and accepted by EIT, EITN08 Number of external participants in EIT RIS programmes, EITN8.2 Number of external participants (individuals) in EIT RIS programmes.

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evidenced, among others, by a discrepancy in the KIC's target and achieved KPIs' values in business plans, the Strategic Agenda 2016-2022, as well as the EIT Health KPIs 2016-2021 document.

6.1.14. Partnership size, growth, composition and performance are adequate for achieving the long-term objectives of the KIC Strategic Agenda.

The KIC's partnership shows steady growth throughout the years (except for a slight decrease between 2019-2020 which is detailed in Section 6.1.12), while keeping the KT players rather balanced within the partnership. Since 2019, thanks to a structural change, additional partnership categories have been applied to keep record of the KIC's partnership types. These new partner types allow partnerships to be more open and diversified. The KIC's partnerships were created in a way that they involve leading stakeholders from different focus areas across Europe (e.g., ICT sector, medicine and diagnostics, insurance companies, biotechnology, health and social care etc.). Thanks to the diversity in partnerships and mobilization of complementary assets, the EIT Health partnerships were able to contribute significantly to the objectives of the KIC.

Figure 10: Number of key KT partners in the EIT Health partnerships

Representation of key knowledge triangle players in 2021

■ Business ■ Education ■ Research

24

47

44
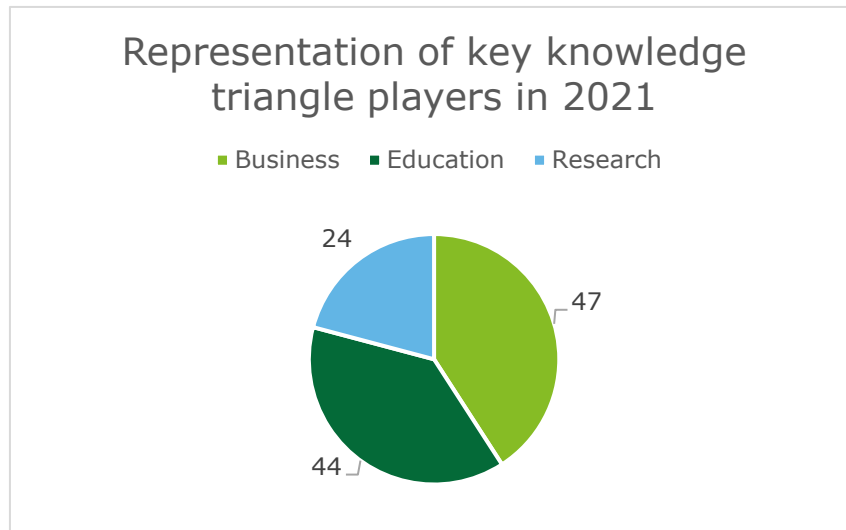
Source: Recent data shared by the KIC.

In the survey conducted among start-ups and scale-ups supported by EIT Health, the majority of respondents viewed the collaborations they had as a result of their engagement with EIT Health as effective (reinforced by the fact that the same proportion of respondents considered collaboration "very effective" and "somewhat effective").

Table 10: Views of the supported ventures on effectiveness of their collaborations

Views on effectiveness of collaborations	% of respondents
Extremely effective	3
Very effective	25
Effective	34
Somewhat effective	25
Not effective	14

6.1.15. KIC's Calls for activities have been fully open to new members

Many of the KIC's activities remain restrictive for non-partner organisations. While positive initiatives, such as WildCards or Health Festival are open or even target new members, most of the KIC's calls and activities are still only open to the already existing members. Larger partners who are generally in possession of more innovation resources are more favoured. Based on the calls for proposals, the requirements of the consortium are somewhat restricting and strong networking is needed from EIT Health Partners to build the necessary partnership prior to applying for the KIC's activities.

It is very positive that EIT Health made steps to improve the communication of new opportunities and has published the criteria for becoming partners on its website. The KIC is also working on targeting SMEs and becoming a more attractive partner for them.

In addition, a call for project including start-ups outside the partnership was launched (Start-up Amplifier) in 2021, although other non-members can still only join as „external project partners" to consortiums. Also, the call for proposals only opened for external project partners in 2019.[57] As the calls and the eligibility criteria are only accessible for EIT Health Partners, external organizations can only receive information on calls if they have already existing connection with EIT Health Partners.

6.1.16. KIC has fully addressed the EIT Good Governance Principles – based on relevant GGP assessments related to openness to new members

Based on the information received and relevant Good Government Principles (hereinafter „GGP") assessments, EIT Health has made little progress regarding this indicator. Openness and transparency are relatively new principles as they were first piloted in the last two years, and only introduced as GGPs in the resent FPA. Nevertheless, openness and transparency are cornerstones of good governance. To address the principles sufficiently, the calls should be publicly available and accessible, activities should be open not only to the KIC's partners but also to external partners and the KIC should improve communication of new opportunities among SMEs as well.

Openness seems to stay as a remaining issue to be dealt with, as EIT Health has not implemented any substantial measures to ensure an adequate expansion of its partnerships in the recent years. According to its latest business plan, the KIC plans to implement new measures and further define its partnership requirements, which is a positive sign.

The opportunities for external partners are rather modest (e.g. considering the low funding cap) and it is also unclear how non-partner organisations are invited to take part in the EIT Health projects.

6.1.17. Balanced representation of all key knowledge triangle players in the partnership

The KIC stands out from the crowd of the EIT KICs as the one with the most balanced composition, as the three different pillars of the KT seem to be well-represented and cross-links between the pillars are visible as well. Most activities and projects are in line with the idea of strengthening the EIT KT and provide opportunities for interaction between the pillars. The balance is reflected in the selection process of the activities and projects and in the distribution of partnership. Calls for proposals are likewise encouraging and expect the establishment of collaboration between KT pillars in project consortia. EIT Health enjoys high interest in its call for proposals, all partners are active, the majority of the those interested to become a

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[57] The KIC has confirmed that previously External Partners" were also involved prior to 2019. However, they participated as sub-grantees and not as beneficiaries.

partner apply successfully for calls for proposals. EIT Health also monitors which organizations are not receiving funding and tries to implement complementary measures to actively engage all partners. While cross-pillar coordination is good, there is room for improvement to encourage more interactions with SMEs or health sector specialized industry partners.

6.1.18. Number of EU Member States covered by the KIC partnership and representation of all the knowledge triangle players

In 2016, the EIT Health partnerships consisted of 134 eligible core and associate partners in 15 EU Member States[58] (and Switzerland), and the partnership was rather balanced. By 2021, EIT Health has managed to attract partners from 18 EU Member States. The EU Member states that have not been represented are Bulgaria, Cyprus, Czech Republic, Finland, Greece, Latvia, Lithuania, Romania, Slovakia and Slovenia. Gradually, the number of core and associate partners has had a rather modest growth (148 in total in 2021), however the KIC was able to attract a significant number of project and network partners (more than 250 in 2021). he KIC was able to maintain rather balanced partnerships throughout the years, except research organisations that are still underrepresented. The KT distribution across the EU regions is shown in Table 11 below.

Table 11: KT distribution across EU regions 2016-2021[59]

Region	Business	Education	Research	Total
Eastern Europe	7	5	4	16
Northern Europe	5	7	2	14
Southern Europe	13	8	10	31
Western Europe	47	23	12	82
Overall	72	43	28	**143**

Source: Database provided by EIT.

The overall partnership (including external project partners) have grown significantly during the KIC's operations. In terms of partner types, the KIC has been able to maintain rather balanced partnerships through the years, however, research organisations are underrepresented, mainly in Northern and in Western Europe. 32% of all partners constitute business partners, 30% are represented by higher education partners. The percentage of research partners has been slightly increased, although it still represents only 16% of the total partnerships. Other type of partners are also represented, such as municipalities, clusters, NGOs, hospitals. There are 9 EU Member states where not all 3 KT pillars are included. It is important to highlight that in case of 5 countries, the KT was not complete neither in 2016, nor in 2021.

6.1.19. Trend of new active partners over the 7-year period

EIT Health started its operations with a rather extensive partnership network, which has been growing steadily. Before 2019, EIT Health only registered and monitored core and associate partners (i.e., partners with membership fee). External partners engaged in programmes only began to be monitored in 2019, which is the reason behind a significant rise in new partners in 2019 (see Table 12). EIT Health managed to sustain a rather balanced partnership composition, with low fluctuations. There is, however, still expected a fallout in the number of partners, due to the COVID-19 pandemic, as well as due to Brexit.

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[58] Including the United Kingdom

[59] The table reflect the number of partners that are classified as Business, Education or Research (i.e. they exclude hospitals, technology transfer offices, cities/regions).

Table 12: Trend of new active partners (2016-2020)

Year	2016	2017	2018	2019	2020
Number of Partners Joining	176	38	27	208	80
Number of Partners Leaving	1	4	7	23	2

Source: Database provided by EIT.

In the Strategic Agenda 2016 – 2021, EIT Health has estimated its partnership growth over the years and expected the following partnership size by 2020:

Table 13: Planned number of partners in the Strategic Agenda

	2015	2016	2017	2018	2019	2020
Core partners	50	52	56	64	64	64
Associate Partners	80	92	92	92	92	92

Source: Database provided by EIT.

With a total of 146 core and associate partners in 2020, the KIC was slightly below the planned numbers in 2016, however as numerous external partners are included on project basis, this is not considered to be a major weakness.

6.1.20. KIC fully addresses the EIT Good Governance Principles (GGP) –based on the relevant GGP assessment

GGP were specified in the SGA in 2015 for the first time and were further fine-tuned through the following years. Since 2015, EIT has been reviewing the KIC's compliance with these principles and includes the outcomes of the analysis in its annual reports.

Table 14: Good Governance Principles assessment

Code	Name	Assessment	Improvement Points
19.3.1.a.	The KIC LE and KIC Partners must have a governance structure that reflects the diversity in the composition of the partnership, in particular the balance within the KT.	Consistently strong performance	N/A
19.3.1.b.	The KIC LE and KIC Partners must have a governance structure that separates ownership / membership from operational management.	Recent improvement, now sufficient results	Recently, the KIC has made good progress in this regard.
19.3.1.c.	The KIC LE and KIC partners must have a governance structure that ensures an open and high-quality decision-making process, composed of top-management	Recent improvement, but still can improve further	Transparency in the communication of the strategic decisions should be improved.

Code	Name	Assessment	Improvement Points
	of KIC partners, as well as independent high-level members.		HR policy can be further elaborated.
19.3.1.d.	The KIC LE and KIC partners must have a governance structure that separates the supervisory function from the operations and integrates a system of checks and balances, the body with supervisory function should have an independent chairperson.	Room for improvement	Supervisory functions should be clarified, SB should not be deeply involved in operational matters.
19.3.1.e.	The KIC LE and KIC partners must have a governance structure that has a size allowing to function in an effective and efficient way. The members of the governance structure must act in the best interest of the KIC, safeguarding its goals, mission and identity in an independent way.	Room for improvement	The KIC LE should have a stronger supervisory role above CLCs. An effective operational structure is necessary to ensure the executive power and control.
19.3.2.	The KIC LE and KIC partners must have an effective operational structure ensuring that the KIC management has executive power to implement the integrated KIC SA and yearly KIC's business plans.	Recent improvement, but still can improve further	The management operates effectively, however specific policies e.g. Code of Conduct and Conflict of Interest (CoI) policy shall be further improved.
19.3.3.	The KIC LE and KIC partners must have of code of good conduct including a policy on conflict of interests.	Room for improvement	Defining clear independence / CoI criteria and a system of CoI declarations.
19.3.4.	Procurement policy in place ensuring compliance with the main principles of transparency, equal treatment, non-discrimination and competition.	Consistently strong performance	N/A
19.3.5	These principles shall be transposed in the KIC Internal Agreements.	Recent improvement, but still can improve further	Separation of supervision and operations shall be declared in the Articles of Association
19.3.6.	The KIC LE will notify the EIT of the above arrangements, its code of conduct and any modifications thereof.	Consistently strong performance	N/A

6.1.21. GB Strategic recommendations have been effectively addressed and fully implemented by the KIC

The EIT GB issues an annual Strategic Recommendation document that covers the areas to be further developed in the KIC. The progress made on the strategic recommendations is followed by a monitoring visit, which results in the production of a Rapporteur Monitoring Report. Strategic recommendations cover all aspects of the KIC (e.g., governance, activities, finances, collaboration). During the 7 years of its operations, the KIC has acted upon the recommendations, and introduced new measures, developments along with processes to deliver results. Based on the yearly GB Rapporteur Visit Reports, the progress made by EIT Health is in general viewed as satisfactory, however, in some specific fields serious developments are still needed.

It shall be highlighted, that the KIC made good progress in some GGP recommendations throughout the years. The management operates effectively and has made improvements to its transparency. Additionally, the KIC's partnerships overall are diverse and balanced. EIT Health has positively and very proactively engaged in cross-KIC cooperation throughout the years, however, further

cooperation with other EU initiatives is needed. There are still some remaining issues in 2021 regarding the potential financial sustainability of the KIC and regarding the independency of the SB. During 2020-2021, the KIC fully reformed its Education portfolio to be able to meet the relevant KPIs.

Some of the above mentioned improvement points are under development and addressed by EIT in particular ensuring independence and evolving a system of CoI declarations for monitoring CoI and introducing a more elaborate HR policy.

6.1.22. KICs have designed and implemented gender sensitive measures and activities

EIT worked out a gender-mainstreaming policy, which shall be integrated into each KIC's operation. Equality between men and women is a core value on the EU level - is integrated into numerous legislations acts and specific strategic documents on gender balance are also in force. EIT as an integral part of the EU, as well as Horizon2020 (which also identified gender equality as a cross-cutting issue across its sub-programmes) is therefore also committed to contribute to the gender balance.

Women entrepreneurship shall be supported through increasing the visibility of women in innovation. The EIT Headquarters supports gender equality in all aspects:

- "Transparent, gender-neutral promotion and salaries system, parental leave available for both women and men, refund of nurseries and kindergartens (common for all EU organisations) are only some of the elements in place to ensure equal development opportunities for women and men.
- Currently 6 of the 12 members of the EIT GB are women - a diversity that is key in enabling the EIT to be more effective and drive innovation across the EU.
- Furthermore, the EIT is aiming to implement gender mainstreaming at all levels. For example, in the use of independent external experts: In 2019, 55% of experts participating in the EIT KICs' business plan evaluation and grant reporting have been women, compared to only 11% in 2013. The years 2015-2018 alone saw an increase by 250%.
- Gender diversity at management level is also a criterion in the annual funding allocation to all eight EIT KICs.

The EIT furthermore established and adopted a specific Gender Action Plan and is committed to support the cause not only in its operation but also through incorporating gender-sensitive measures to the activities of the KICs as well.

EIT Health made a good progress in reflecting gender balance and the KIC's governance structure demonstrates gender equality very well: in 2021, the current EIT Health staff gender ratio is 34% male to 66% female employees, while the management (MB and Department Heads) is composed of 50% male and 50% female employees.

Examples of how and with what results EIT Health makes efforts in designing and implementing gender-sensitive measures and activities across all pillars are the following:

- evaluations and panels of experts: evaluation teams and panels of experts are systematically selected to ensure gender balance beyond geographical spread and relevant expertise areas
- Women Entrepreneurship programme: the programme targets women-led start-ups expressly to leverage and promote diversity in leadership teams
- evaluation criterion in Call for Proposals: reviewers of the submitted Proposals were requested to pay attention to the team composition and gender balance during hearings

In 2022, 77% of the start-ups/scale-ups supported by EIT Health have a male CEO, whilst 21% of the respondents' CEO is female. Women are overrepresented among EIT Health students / graduates, as most of the surveyed participants are women (76%), with the rest identifying themselves as men.

For the full alignment with this principle, the KIC should encourage diversity in the representation of gender in the activity project teams and in the supported ventures as well.

The KIC's business plans show that a wide range of activities were dedicated to the promotion of female leadership along with the empowerment and support of female innovators, scientists and entrepreneurs. Some activities were successful, standing the test of time, and were kept in business plans in successive years such us the Laura Bassi Award, where outstanding female scientists are awarded.

Nevertheless, regarding the EIT Health initiatives in these areas, the supported ventures and students / graduates do not seem to always be informed (in some cases even interested in receiving more information). According to the survey results among the supported students and graduates, around 25% of the respondents are highly satisfied with the steps taken by EIT Health in the gender mainstreaming area, however, the majority of the respondents are not aware of any gender-sensitive measures taken by the KIC. The highest satisfaction was recorded with EIT Health employees behaving in a gender-sensitive manner (32% of the respondents). At least somehow satisfied were the respondents mainly with gendered considerations throughout the selection process (39%) and gendered considerations throughout the evaluation process (39%). Around 16% of the respondents are somehow unsatisfactory with the provided gender-related activities.

Furthermore, based on the survey conducted among start-ups and scale-ups, the respondents were mostly satisfied with the gender-sensitive way that EIT Health employees behave (39%) and with the gendered considerations throughout the evaluation process (34%). On the other hand, one third of the respondents is not interested in gender-sensitive measures.

6.1.23. Positive expert's assessment of the outputs and results delivered by these activities

Since the establishment of EIT Health, there have been no specific documents / reports on the KIC's performance in the gender-sensitive measures and activities. Therefore, the KIC needs to further develop the monitoring and evaluation process in this area.

According to the multiannual dashboards published in 2018 and 2020, EIT Health is highly committed to the Women Entrepreneurship mission. The KIC managed to build a visible network of women entrepreneurs and introduced a strategic initiative in the Education pillar called the WE Health.

We received the information that the KIC has elaborated a specific Gender Action Plan for 2018, which entails the vision, the policy and the goals regarding gender equality, however it was not available for the assessment.

6.2 Financial framework and budget

The management and coordination cost of the KIC is mostly covered by membership fees and additional public funding each year, and still has annual KAVAs on management activities. As most of the strategic recommendations are targeting the overall operations of the KIC, the reforms needed are not financial in nature, but require a change of perspective in the leadership. Development needs related to the activities of the KIC (especially the education activities) could be covered by the annual budget allocation set aside for Education activities.

The management cost of the KIC has an increasing trend, potentially as a result of the growth of the partnership and the activity portfolio. The annual management and coordination cost can be seen in the table below.

Table 15: Management cost evolution of EIT Health (Summary of EIT financed and non-EIT financed management costs)

	2016	2017	2018	2019	2020
Management and Coordination KAVA costs	6,765,098.58	7,387,430.03	7,649,231.67	10,150,153.82	10,955,423.74

Source: EIT monitoring data (Grant Reporting EIT Health 2016-2020)

6.3 Strengths, weaknesses and recommendations

The following table indicates some of the most significant strengths in the KIC governance, partnership and processes.

Strengths
Flexible adaptation to prioritize and deal with global challenges, particular swift reaction with regards to the COVID-19 pandemic.
High relevance of the KIC to the Union's and Horizon2020 goals, as well as EIT objectives (according to the legislative framework).
Significantly overachieving the target of the amount of investment attracted by start-ups, with a strong performance in the number of start-ups supported.
Business plans of EIT Health and the included activities contribute to the long-term social and economic impact targets and objectives.
EIT Health has taken proactive steps to strengthen cross-KIC cooperation and cooperation with other EU initiatives (in the cross-KICs comparison).
EIT Health succeeded in building a very strong network of partners / innovators across industries / areas (research, business etc.)
InnoStars has grown to a significant part of EIT Health.
EIT Health innovations will have tangible impact on people in Europe and European healthcare systems, systematically involving patients and citizens throughout the innovation process.
EIT Health organized a wide range of activities to promote gender balance and the KIC governance structure demonstrates the gender equality very well.

The following table indicates the most significant weaknesses addressed by recommendations:

Weaknesses	**Recommendations**
Persisting difficulties in measuring impact	Make sure that the Strategic Agenda 2021-2027, approved by the EIT, is adhered to in terms of reaching the KIC's goals, milestone years' targets and impact indicators. Review the goals and their fulfilment continuously to ensure they are still realistically

Weaknesses	Recommendations
	attainable and evaluate contribution to achieving progress in the KIC's impact. Clearly define the "target populations" for each of the societal KPIs, e.g., which chronic and multi-morbid conditions will be included in the impact monitoring. Select KPIs that show the KIC's direct contribution cleaned of external influences. Work with the societal KPIs in annual business plans and assure their regular monitoring. Involve supported ventures and EIT Health educational programmes' graduates to self-report their impact (also after the KIC' support ended). Motivate supported ventures and EIT Health graduates to stay in touch with the KIC through additional benefits (e.g., better access to the Alumni community, mentorship programmes, subject-matter-specific matchmaking events, a facilitated access to the Investors' network). Communicate EIT Health goals and ensure the target group / other participating stakeholders understand their individual contribution to reaching them.
Disorganized KPIs' monitoring processes	Strictly adhere to the EIT Impact Framework (100 KPIs), the EIT Monitoring and Evaluation Strategy (2022-2027), the new EIT data model, the new IT cross-KIC tool for KPI reporting and monitoring and the Horizon Europe monitoring system and e-grant, part of which are KICs 2022-2027, as well as the Business Plans methodologies for 2021 - 2027. Make sure that the KIC is familiar with the EIT Impact Framework and gathers data continuously.
Persistently low delivery of KPIs on number of graduates in EIT Health programmes, new or improved products / services / processes launched, and start-ups created	Strengthen focus and outreach activities aimed at potential EIT Health educational programmes' students. Establish EIT Health ambassadors across relevant educational institutions (esp. those whose graduates are likely to participate in EIT Health programmes, including relevant high schools and university bachelor's study programmes to establish contact with potential students early enough). Build strong mentorship programmes among Alumni and new students. Ensure tuition fees are competitive but affordable for students to apply for the educational programmes. Review the EIT Health educational programmes' target group to attract students with a business mindset (students that would potentially be interested in setting up a start-up). Provide a more directed assistance to graduates when interested in setting up a start-up, commercializing innovative solutions, verifying a prototype etc. Make sure that (potential) students are able to navigate through EIT Heath activities and that each participant receives both sector-relevant and business /

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Weaknesses	Recommendations
	innovation skills. Support innovation / business collaboration between students and graduates (e.g., through thematically focused Alumni events).
EIT Health should dedicate more effort to respond to the societal challenges of the ageing population.[60]	Further efforts are needed to respond to the societal challenges of the ageing population. The KIC should dedicate more activities in its portfolio to develop results in this area. Ensure that these results constitute concrete solutions and that their real impact on target populations is both measurable and monitored.
The strategic focus on citizen and patient engagement requires reflection in the KICs activities and its partnerships.	The KIC should put more efforts in increasing the representation of citizens in its partnership network. The KIC should involve more patients' organizations and NGOs in its activities and partnerships.
The KIC has introduced several gender-sensitive initiatives, however, the progress made is not monitored thus its impact cannot be fully assessed.	A designated monitoring process / KPIs shall be elaborated to frequently monitor the progress and results of gender-sensitive measures.
The adequacy of the KIC governance and management structure is not fully established, this does not facilitate but rather makes the global BP monitoring and reporting harder.	Although high-level legal frameworks are largely clarified, operational impacts still need to be managed (legal agreements at the KIC level, IT systems and new portfolio management strategies and workflows etc.). Complete the organizational efficiency and better alignment between the KIC LE, Regional Innovation Hubs and InnoStars. The KIC should implement further reform of CLCs and separation of power, in particular in the separation of partners from operational tasks.

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[60] Support active aging was one of the defined long-term objectives of EIT Health, however as the global challenges/priorities have shifted with the pandemic, the focus of EIT Health moved more to AI, digitalization and health data according to the KIC.

7. KIC Funding, Financial Sustainability & Business Models

All KIC's begin their operations with the same funding structure and the requirement to become financial sustainable by the end of the fifteen-year funding agreement. The EIT provides funding to a KIC in line with the requirements as connected to the following pattern: start-up phase, ramp-up, maturity, and exit. The EIT expects to provide most of the funding through the maturity stage, progressively decreasing from the maturity phase until the final exit from the EIT grant. In addition to the percentage of the budget made up by the EIT funding, the EIT considers the revenues of the KIC, the ratio of KIC-generated funding to EIT funding, and qualitative assessments of the KIC's financial activities in their monitoring of the KIC's progress towards financial independence from EIT. The financial sustainability of a KIC is one of the most important aspects of the 7-year assessment.

Decision 4/2015 of the Governing Board of the European Institute of Innovation and Technology (EIT)[61] and Decision 13/2021 of the Governing Board of the EIT On the Principles on the Financial Sustainability of the KICs[62] declare principles on the KIC's financial sustainability, which shall be followed by each of the funded KICs. The Strategic Agenda 2016-2022 contains EIT Health's plan on the ways to ensure its financial sustainability. The main areas of funding identified in the document are:

- market revenue
- contributions from core and associate partners
- further public funds on the EU, national and regional levels
- monetising the EIT Health support and KIC-level services

The original business model of EIT Health, detailed in the 2016-2020 Strategic Agenda, was mainly based on partner contributions to cover management and operational expenses, while the EIT contribution was used entirely for KAVA activities. The KIC has also relied on alternative revenue sources i.e., cash or in-kind contributions to the EIT Health activities, as well as other public funding (on the national and regional levels).

The business model of EIT Health, as detailed in the Strategic Agenda for 2021-27 is based on a so-called "innovation space" with two dimensions:

- product / service innovation which can contribute to the financial sustainability by generating return on investment
- system innovation which can contribute to the financial sustainability through co-funding elements (e.g. partner contribution and other public funds)

Table 16: Overview of EIT Health target revenue, 2021-2027

KIC Financing (EUR mil.)	2021	2022	2023	2024	2025	2026	2027	Total
EIT Grant	62.3	70.0	70.0	73.0	74.0	65.0	55.0	469.3
KIC LE Investments	1.1	2.0	3.5	4.9	5.5	5.8	6.2	28.9
Partners Membership Fees	7.1	7.1	7.1	7.1	7.1	7.1	7.1	49.7
Other Partners Contributions	15.6	17.5	30.0	31.3	31.7	27.9	55.0	208.9
Third Party Contribution	0.0	0.0	0.0	2.0	2.0	4.0	8.0	16.0
Total Funding	86.1	96.6	110.6	118.3	120.3	109.7	131.3	772.28

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[61] https://eit.europa.eu/sites/default/files/EIT%20GB%20Decision%20on%20principles%20on%20KIC%20Financial%20Substainability.pdf
[62] https://eit.europa.eu/sites/default/files/2021-13_20210317-gb66-13_new_eit_fs_principles.pdf

The following criteria and indicators are assessed in respect of this chapter:

Assessment Criteria	Relevant Indicators
KIC's capacity to develop sustainable innovation ecosystems and the achieved level of financial sustainability	Effective Financial Sustainability Strategy, including Financial Sustainability mechanisms in place including diversified revenue sources and aligned with the original proposal and subsequent business plans/reports
	An adequate level of revenues from its activities is demonstrated and a plan for the management and exploitation of intellectual property and financial assets supporting the KIC's business model is in place
	Financial Sustainability (FS): revenues of KIC LE, FS coefficient
	Budget consumption of KICs and management cost evolution
	Co-funding rates

7.1 Activities and results

7.1.1 Effective Financial Sustainability Strategy, including Financial Sustainability mechanisms in place including diversified revenue sources and aligned with the original proposal and subsequent business plans/reports

The Financial Sustainability (hereinafter "FS") Strategy elaborated by the KIC shall follow the criteria set out in Decision 4/2015 and Decision 13/2021 of the GB of the EIT. This includes annual reporting on the progress of the strategy, diversification of revenue sources, incorporating the strategy within all KAVA's, and developing a commercialisation strategy for each innovation activity. The EIT is also responsible for following the legal framework, which includes following the annual grant management cycle guidelines. All EIT Health yearly business plans and grant reports have been assessed for the FS, and relevant recommendations were provided to the Executive Board of the KIC.

Overall, the EIT assessed the FS of the KIC as a weakness. The KIC managed to elaborate different strategy models on how to generate more revenue through its activities during the years, in particular, strong revenues have been generated in services and consulting in 2021. However, there were still no revenue generated from return of investment (hereinafter "ROI"), equity or Education. The KIC should therefore speed up the revenue generating process.

In 2016, the KIC's funding - excluding EIT contribution – was generated through membership fees and alternative private and public fundings.

In the Business Plan 2021-2022, the KIC forecasted that significant revenues will be generated from services and consulting offered by EIT Health and alternative private and public fundings, while the membership fees will still remain the main source of non-EIT revenues.

The total amount of revenues generated by EIT Health is increasing year-to-year. Looking at the revenue sources, more effort is needed to secure the FS. Revenue sources shall be further diversified, particularly where there is a significant lack of income from exploitation of IP and financial assets. Generating income from ROI shall also be reconsidered, as according to the Business Plan 2021-2022, the first revenue is expected in 2027. However, according to the KIC, call strategies are being revised to focus on earlier revenues from ROI and as a result revenue generation is expected to start in 2023. From 2023 onwards, EIT Health will generate revenues from ROI based on already existing contracts. Moreover, revenue generation by monetizing EIT Health support and services has already started in 2021 (revenues from the Gold Track Success Fee and VCoE activities were realised). The volume of such

revenues is currently unknown, thus the extent of their contribution to financial sustainability cannot be fully assessed. .

Table 17: EIT Health revenue sources

	2016	2020	2021 – forecast based on BP[63]
ROI and equity revenue	EUR 0	EUR 0	EUR 0
Education	EUR 0	EUR 0	EUR 0
Services and consulting	EUR 0	EUR 176,000.00	EUR 2,354,000.00
Membership Fees	EUR 5,879,000.00	EUR 7,192,500.00	EUR 6,765,000.00
Alternative funding sources	EUR 734,305.00	EUR 1,021,000.00	EUR 1,760,000.00

Source: DUNA portal – Grant Reporting and Business Plan pages

Due to a delayed start of the asset portfolio, the ROI is still not contributing to the revenue creation. The KIC has only recently started to implement innovation projects with mandatory financial sustainability mechanisms, therefore the Innovation and Research portfolio has not been successful in revenue creation yet. Still no income from ROI and equity is expected in Business Creation and Education portfolios. As EIT Health was only established in 2015, it was too early to assess the effectiveness of their IP approach. Based on the assessment of the Business Plan 2021-22, the calls to the use the IP to create revenues has still not been addressed. It shall be highlighted, that the activities of the KIC generate some revenue, and there is a plan in place regarding the IP management and exploitation, which can support the KIC's business model. The following tables show the planned and the actual annual financial resources of the KIC.

Table 18: EIT Health Targeted Financial Activities, 2016-2022[64]

KIC Financing (kEUR)	2016	2017	2018	2019-2022	Total
EIT Grant	23,108	45,000	60,000	402,000	530,108
External funds from national / regional sources	1,028	1,000	1,000	4,000	7,028
Expected budget "carry over" from 2015 (funds saved in 2015 and to be used in 2016)	592	0	0	0	592
Revenue generated by monetizing EIT Health support and services**	0	0	0	6,324	6,324
Partners' Own Sources*	108,769	223,292	305,926	1,863,411	2,501,398
Total Funding	133,497	269,292	366,926	2,275,735	3,045,450

Source: Strategic Agenda 2016 – 2022
* Partners Own Sources refers to KIC Complementary Activities and membership fees.
** Revenue from KAVA activities

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[63] EIT Health Business Plan 2021 - 2022
[64] Strategic Agenda 2016

7.1.2 An adequate level of revenues from its activities is demonstrated and a plan for the management and exploitation of intellectual property and financial assets supporting the KIC's business model is in place

The revenue of EIT Health is mainly coming from partnership contributions and alternative funding sources (public funds), which is steadily increasing annually. Between 2016-2020 the revenue recorded was the following, according to the annual grant reports:

Table 19: Generated revenue yearly breakdown

KIC Revenue (kEUR)	2016	2017	2018	2019	2020	Total
ROI & Equity	0	0	0	0	0	0
Education	0	55,142	0	0	0	55,142
Services & Consulting	0	0	0	0	176,000	176,000
Membership Fees	5,879,000	5,900,000	6,450,000	7,050,000	7,192,500	32,471,500
Alternative Funding Sources	734,305	665,694	500,000	1,000,000	1,021,000	3,920,999
Total Revenue	6,613,305	6,620,836	6,950,000	8,050,000	8,389,500	36,623,641

Source: DUNA portal – Grant Reporting page

The new strategy detailed in the Strategic Agenda 2021-2027 will put more emphasis on diversifying the KIC's revenue generation, however, as described above, as revenue generation from IP management is highly unlikely according to the KIC and as the asset portfolio has had a rather late start, it is unclear whether FS will be ensured in the long term.
In 2020, EIT Health reported 3 types of financial assets, the Start-up Amplifier instrument, Wild card, and Start-up Rescue Instrument. As per 2020 Final Report of EIT Health, the value of their assets in terms of options in start-ups equity increased was EUR 14,000,000, and the KIC has set a target value of EUR 21,000,000 by the end of 2021. Thus, EIT Health has started to focus more on revenue generation from financial assets, which can significantly contribute to the financial sustainability.

EIT Health has also elaborated an IP policy, which is shared with EIT Health partners. Yet, generating revenue from the IP is highly unlikely, as partners are generally not open to transfer their IP - even in part- to EIT Health.

7.1.3 Financial Sustainability (FS): revenues of KIC LE, FS coefficient

Additional measures for FS have also been monitored by the KIC and reported on an annual basis. One of the complementary indicators is the FS-coefficient. This indicator is calculated by dividing the total revenue generation of the KIC LE by the total EIT grant for year N. It captures the ability of the KIC LE and its CLCs to attract revenues and other financing sources. The FS-coefficient for EIT Health has been steadily decreasing between 2016-2020, as the EIT Funding has increased during the years. According to the Business Plan for 2021, the KIC is estimating an increase in the FS-coefficient, as

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more revenue is expected to be generated. The annual FS-coefficient values are shown in the table below.

Table 20: Annual FS-coefficient[65]

	2016	2017	2018	2019	2020	2021 – forecast based on BP
FS coefficient	35%	20.3%	13.9%	9.9%	8.5%	16.4%

Source: Multiannual dashboards

Compared to other second-wave KICs, EIT Health managed to raise higher revenues from alternate funding sources and also has a relatively high revenue from membership fees. However, EIT Health was not able to generate any revenues from the market prior to 2020, as opposed to other second-wave KICs.

7.1.4 Budget consumption of KICs and management cost evolution

The trend of budget consumption is rather fluctuating, after the positive trend in 2016 and 2017, there is a significant increase in non-absorbed funds in 2018. The percentage has decreased in 2019, and further decreased in 2020.

Table 21: Annual fund absorption

Non-absorbed funds	2016	2017	2018	2019	2020
%	8.8%	4.6%	12.8%	6.1%	5.2%
Value	EUR 1,816,486	EUR 1,578,148	EUR 7,395,449	EUR 5,279,458	EUR 5,312,745

Source: Multiannual dashboards

The management cost of the activities is funded by membership fees and alternative public funding resources, thus EIT funds can be allocated entirely to finance KAVA activities.

Table 22: Annual management cost

	2016	2017	2018	2019	2020
Management and Coordination cost	EUR 6,765,099	EUR 7,387,430	EUR 7,649,232	EUR 10,150,154	EUR 10,955,424

Source: DUNA portal – Grant Reporting page

7.1.5 Co-funding rates

The co-funding rate is the percentage of the EIT funding that makes up the entire KAVA budget. The target co-funding rate for KIC's over time is outlined in the table below:

Table 23: Target co-funding rate

Phase	Start-Up	Ramp-Up	Maturity	Exit from EIT Grant
Years	1 - 4	5 – 7	8 – 11	12 – 15
EIT Co-funding rate	up to 100%	up to 80%	up to 70%	50% at year 12, decreasing by 10 percentage points per annum

Source: Decision 13/2021 of the GB

The EIT co-funding rates were adjusted in the 2021-2017 Strategic Agenda according to the Decision 13/2021 of the GB of the EIT On the Principles on the FS of the KICs. The EIT GB sets the FS targets to monitor KIC's progress towards achieving financial independence from EIT. The above detailed target co-funding rates shall be applicable from 2021 onwards.

As set in the EIT Regulation, the EIT funding on average may not exceed 25% of a KIC's overall funding, which means that the remaining minimum 75% must come from non-EIT sources, such as partner contribution, the EU or national funds. The KIC managed to decrease the EIT funding under 25%, thus to comply with this regulation. From 2021 on, the EIT Health requires in its calls for Business Plans to a maximum reimbursement rate of 80%, i.e., 20% of costs must covered by the partnership and the EIT Health organization and all projects are encouraged to contribute as much co-funding as feasible.

Between 2016-2020 EIT Governing Board defined in the Decision 4/2015 on "Principles on KICs' Financial Sustainability", that the EIT co-funding rate shall follow a decreasing trend over time to reach financial sustainability. As it stated, the maximum EIT contribution to a KIC will be reduced from up to 100% funding to KAVA after 10 years of a KIC's designation to 80%, on average, in year 11 and thereafter progressive annual reductions: 60% in year 12, 40% in year 13, 20% in year 14 and 10% in year 15, until reaching a 'pre-defined minimum level' of EIT funding to a KIC. The annual EIT co-funding rates of EIT Health can be seen in the table below[66].

Table 24: EIT Health annual co-funding rates

2016	2017	2018	2019	2020	2021-2022 Planned rate in Business Plan
79%	84.3%	92.91%	93.8%	88.3%	73.51%

Source: DUNA portal – Grant Reporting page

The co-funding rate is following a decreasing trend since 2019, as the revenues of the KIC has increased. It shall be also mentioned, that EIT Health has introduced co-funding caps in its Call for Activities, to comply with the newly adopted Regulation and keep the co-funding rate in the predefined range.

7.2 Financial framework and budget

In the FS Strategy, all KAVAs shall be included and planned. The tables below show the planned KAVA cost of the KIC, as detailed in the Strategic Agenda, and the actual cost of KAVAs. The KIC envisaged a

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[66] According to the information received from EIT, between 2016-2020 the co-funding rate and the single reimbursement rate reported in the Grant Reports shall be considered the same.

significantly higher amount of cost for its activities (except for RIS activities, where a higher than planned total cost was spent).

Table 25: EIT Health indicative KAVA Budget from 2016-2021 Strategic Agenda

KAVA Budget Allocation (thousand EUR)	2016	2017	2018	2019-2022	Total
Costs for Education (Campus)	15,354	51,750	69,000	462,300	598,404
Costs for Innovation	95,163	180,350	250,331	1,512,896	2,038,740
Costs for Business Creation (Accelerator)	15,525	28,800	38,400	257,280	340,005
Costs for Communication, Outreach, Dissemination and the RIS	2,384	1,800	2,400	16,080	22,664
Operational costs (KIC LE and CLCs)	5,071	6,592	6,795	27,179	45,637

Source: Strategic Agenda 2016-2021

Table 26: EIT Financed Health KAVA cost allocation, 2016-2019

KAVA cost allocation (kEUR)	2016	2017	2018	2019	Total
Innovation Projects	21,239	25,685	35,631	57,164	139,719
Education (Campus)	8,350	11,625	19,230	15,837	55,042
Accelerator	6,859	11,355	17,929	24,123	60,266
Communication	883	2,795	6,348	5,666	15,692
RIS	685	3,055	4,946	5,289	13,975
Management and organisation	822	1,099	2,650	3,255	7,826

Source: DUNA portal – Grant Reporting page

7.3 Strengths and weaknesses, recommendations

The following table indicates some of the most significant strengths in the KIC funding and FS:

Strengths
The membership fees collected by the KIC provide a steady annual income, which has increased thanks to the expansion of the partnership.
The FS strategy is ambitious and is based on several components: success fees paid by start-ups, Venture Center of Excellence, Wild card and open innovation as service, education fees, liquidation of assets, success fees from innovation projects.
New business models are being envisaged for specific activities, but they have not yet been validated nor tested. The KIC has applied risk deductions to planned revenues and asset sales.
Creating a Health Impact Facility to centralize KIC financing and fundraising revenue before distribution is an interesting idea. However, its governance, revenue distribution methodology and targeting will have to be strictly defined and audited.
The KIC was able to generate additional revenues from alternative sources, as well as to cover management cost without EIT contribution.
The main financial KPIs have been met each year (FS coefficient and co-funding rates).

The following table indicates the most significant weaknesses addressed by recommendations:

Weaknesses	Recommendations
The long-term FS of the KIC is not ensured, e.g., the revenue portfolio is rather two-dimensional. The KIC is highly dependent on partner contributions, while the revenue generated from the market remains low.	Further diversification of the revenue portfolio is needed to ensure the FS of the KIC after the EIT funding is ceased. It is crucial to generate market revenue through ROI and equity.
A rather late start of the IP management strategy.	The IP management strategy shall be further strengthened and developed to ensure revenue generation.
The current FS Strategy is not comprehensive, does not span over different revenue categories. The development of FS beyond membership fees is not clear e.g., success fees, management fees and others are listed as growth areas, yet the growth seems to be modest (except for Success Fees, where significant revenue can be generated i.e EUR 2M in 2021) and overall progress towards the FS uncertain.	The FS Strategy must be re-evaluated. With 73.51%% grant rate after eight years, it is necessary to redefine the measures included in the operationalization of the KIC's business model to span all revenue categories, as well as revenue and return generating assets' creation, participation in return-generating investment funds, EIT Label programmes sustainability and attraction of public and private co-investments.

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8. Knowledge Triangle Integration, Innovation Ecosystem and Regional Innovation Hubs (Co-location Centres)

The following criteria and indicators are assessed in respect of this chapter:

Table 27: Overview of applied assessment criteria and relevant indicators – Knowledge Triangle Integration, Innovation Ecosystem and Regional Innovation Hubs

Assessment Criteria	Relevant Indicators
KIC's Union added value and relevance with regard to the objectives of the EIT	The KIC has created a significant European added value with respect to building a sustainable innovation ecosystem through knowledge triangle integration, and as a result has developed concrete solutions to societal challenge it addresses as foreseen in the original proposal.
KIC's achievements in attracting new members from across the Union	KIC has grown to an effective sustainable innovation eco-system with partners within and outside the EU, including RIS eligible countries and regions
	Balanced geographical presence of CLCs and EIT RIS Hubs in line with the strategic objectives and societal challenges
KIC's capacity to develop sustainable innovation ecosystems and the achieved level of financial sustainability	The KIC has created a sustainable innovation ecosystem effectively addressing the societal challenges and skill gaps it was established for
	Visible innovation ecosystems not previously in existence
	Innovation ecosystems evolving into business ecosystems

The KTI is the cornerstone of EIT Health support and activities for participating entities, ventures, students etc. The KTI approach aspires to initiate and ignite the innovation process by intertwining different perspectives and knowledge of the business sector, research and academy.

Figure 11: The KIC's KTI

Supported by the background data desk research, as well as the interviews with relevant EIT Health employees, the KIC has gone beyond these "classical" KTI actors and involved other important players such as public authorities representing civil society organizations or public authorities as well. The KTI model is intended to facilitate and empower innovators with diverse skills and competences to creatively:

- deliver new products, services and business models
- equip students with the skills to become entrepreneurs
- create start-ups and accelerate the scale-up process of ventures
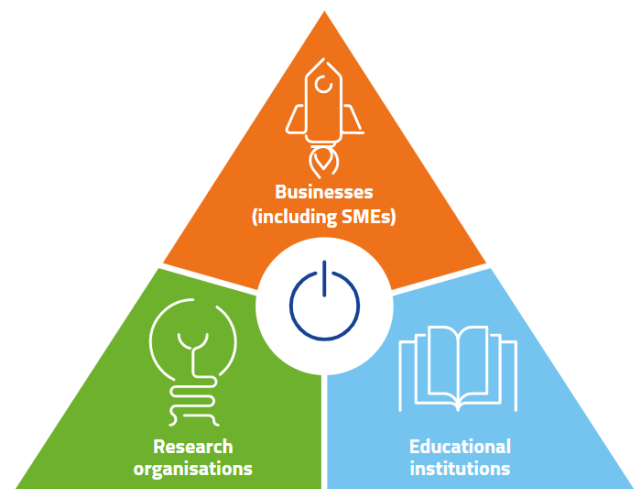
Another purpose of the KTI model is to better address the societal challenges as defined in the Strategic Agenda, approaching them from three different angles. The KIC's approach to the KTI is focused on developing cross-linkages between its three strands of activities:

- EDUCATION- providing education to turn business ideas within PROJECTS into practice
- PROJECTS - identifying innovative ideas and putting them into practice
- ACCELERATOR – follow up on the PROJECT programme, assisting with access to private equity and providing living labs and test beds across Europe. The ACCELERATOR additionally offers support to EDUCATION in order to foster students' project ideas (e.g., through the business coaches' scheme).

In 2021, EIT Health kept a record of the following categories of partners contributing to the KTI:

Table 28: KIC's core and associate partners, 2021

Business	Higher Education	Cities, Regions, NGOs	Research	Others	Total
89	84	30	53	63	298

Source: Recent data shared by the KIC

The composition of the KTI most typical types of partner organizations clearly shows a relatively balanced representation of the different categories of partners. In terms of the KTI balance, it is recommendable to involve more research organizations. Overall, the KIC could increase their collaborations with municipality, university and hospitals, as well as tech, transfer, cluster and NGO organizations. Nevertheless, since EIT strengthened emphasis on attaining an equal share of various types of participating partners, the KIC should have proposed / should propose new activities to recruit a larger number of partners across all partner types.

The purpose of the seven CLCs is to facilitate the knowledge and innovation community of EIT Health, while applying the KTI model on the local and regional levels and to promote cooperation within and across CLCs and Innostars. CLCs perform a variety of critical, locally orientated roles such as they coordinate and promote EIT Health programmes[67], execute and deliver EIT Health Framework and Grant Agreements together with the annual business plans, build relationships with the local business environment, support SMEs and start-ups in the project application submissions, manage the local application and selection processes, build and maintain networks of coaches, mentors, investors, organise events of interest to these stakeholders etc. CLCs are the EIT Health's hatchet hand into the EU Member states' health communities. CLCs also transmit access to local health facilities, universities and research centers, as well as local SMEs. Lastly, CLCs contribute to the recruitment of new EIT Health partners and provide them with the support necessary for preparing innovation projects, all with an enhanced focus on the integration of the KT.[68]

8.1 Activities and results

According to the previous assessments of 2020 and 2019, EIT Health is relatively well performing in the KTI. It was established that the KIC reinforced the KTI model by setting up "tools and processes" to build cross-linkages of different activities under the EDUCATION, ACCELERATOR and PROJECT strands. EIT Health further restructured the Entrepreneurship pillar into three progressive stages of offerings (incubate, validate, scale) that now enables a real synergy and progression within the pillar but also at the cross-pillar level with the Education and Innovation strands. The KIC has further launched new business creation programmes such as Gold Tracks and Wild Cards which, combining the involvement investors and large companies, strengthens the entrepreneurship component of the KTI.

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[67] E.g. EIT Health Bootcamps, EIT Health Living labs and Testbeds, EIT Health Local Training, EIT Health GoGlobal, EIT Health European Health Catapult, EIT Health Headstart Funding, EIT Health Mentoring & Coaching Network, EIT Health Bridgehead, Financing Mechanisms: Investors Network & Crowdfunding

[68] CLCs have also been involved in the ideation support, coaching in terms of EIT Health specific criteria, matchmaking with cross-CLC partners, review of the proposals, hearing training etc.

In addition, the Bootcamp EIT Health LaunchLab under Innovation Training and Support, could be highlighted as a good practice. The previous assessments also appraised the selection process of innovation KAVAs as solid and with high quality of external expertise.[69]

The implementation of the KTI triangle becomes very tangible on the local level, some of the examples of the successful KTI from the RIS eligible countries and regions are showcased below:

- In Liberec, in the Czech Republic, a RIS Hub, DEX created the "**4DigitalHealth"** acceleration programme through which ten start-ups were accelerated in the past two years. The winning team appeared among the top 10 in the EU.
- The Hub in Pécs, in Hungary, created a multidisciplinary "**Discovery Team"** dedicated to identifying challenges and difficulties in local clinics which negatively affect the everyday life of patients and clinical staff and have started to look for solutions. This work will be extended to new clinics in the future.
- The University of Ljubljana, in Slovenia, created a unique "**From Labs to Market" programme**. The first step was a hackathon for researchers and entrepreneurial talents to start collaborations among them. The second step was joining a 6-week Bootcamp. One team is about to create a company.
- The University of Porto, in Portugal, created the "**Innovation Support Programme"** in collaboration with one of the region's major hospitals, which is an initiative that supports innovation teams to develop a proof of concept through financial granting (EUR 5,000 for 5 projects). Mentorship, access to users, experts, and any other support were defined in the roadmap for the project. The programme provided selected projects with access to end-users (mostly healthcare professionals) to test their solutions.

Although there is no data on the number of knowledge adoptions (by the KIC's partners) that would be direct output of the KIC's activities, according to the KPI's values reported by EIT Health, almost 2,500 programmes have been delivered on the European level with partners from different CLCs and sectors that contributed to knowledge transfer and cross learning effects as innovation happens between sectors and regions. There is no doubt that the KT is the greatest asset of the KIC and has been effectively achieved throughout the KIC´s activities.

Results of the survey performed among the supported ventures clearly shows the extent of the cooperation within the KT. The table below displays the proportion of the collaborations with different types of stakeholders:

Table 29: Collaborations of a supported ventures with different types of stakeholders

Type of stakeholder	Extent of the collaboration in %
Universities	62
SMEs	59
Research institutes	56
Large enterprises	44
Public authorities (e.g., municipality)	22
Companies that operate in a different sector than your own	18
Non-Governmental Organizations	13
Clinics and hospitals / hospital centres	7
Consulting firm (e.g., market entry)	2
Venture Capital Firms	2

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[69] Dashboard 2020

Source: Results of the survey among start-ups/scale-ups supported by the KIC

8.1.1 KIC has grown to an effective sustainable innovation eco-system with partners within and outside the EU, including RIS eligible countries and regions

The KIC managed to create regional, national and international networks of innovation and research actors (e.g., universities, academic institutions, hospitals, health sector companies, start-ups, investors) by 2020. In 2020, the innovation-research KTI was overall good, several KAVAs performed well in terms of achieving collaborations with other KT players, the connections between various actors were strengthened.

EIT Health operates through seven regional CLCs and 12 RIS Hubs. Furthermore, the KIC managed to cover 18 Member States within the EU by 2021 and established two hubs outside of Europe: EIT Hub in Israel to link-up European and Israeli innovation eco-systems and the EIT Silicon Valley Hub to build a transatlantic bridge to support innovators to enter the US markets and connect with US customers, possible partners or investors in 2019. The EIT hub in Israel helps create synergies between EIT Health and the Israeli innovation ecosystem. In addition, the EIT Community Hub in Hungary opened in 2021, with the aim to bring together highly skilled innovation specialists of four KICs (EIT Health, EIT Climate-KIC, EIT Raw Materials and EIT Urban Mobility).

In 2020, EIT Health's RIS activities achieved great results, and were able to engage 1,206 talents, 96 organisations from the RIS eligible countries and regions. A new innovation ecosystem development training programme was launched called "EIT Health DRIVE'" along with numerous other activities (e.g., online discussions, workshops, launching the RIS Innovation Call) to support innovative ecosystems in the RIS eligible countries and regions.

Table 30: Partner Distribution Across CLC's

CLC	Business	Education	Research	Grand Total
Belgium-Netherlands	8	11	1	**20**
France	16	5	5	**26**
Germany	22	8	6	**36**
Ireland-UK	7	6	0	**13**
Scandinavia	5	8	2	**15**
Spain	9	3	6	**18**
Austria	N/A	N/A	N/A	N/A
InnoStars*	11	11	8	**30**

Source: Database shared by EIT
*In the received partnership database, InnoStars is classified as a CLC, given that both InnoStars and CLC are separate, individual legal entities

8.1.2 Balanced geographical presence of CLCs and EIT RIS Hubs in line with the strategic objectives and societal challenges

EIT Health structures itself around CLCs and RIS Hubs, which act as focal points for the KIC's activity in a given area. CLCs and RIS Hubs shall be integrated in the local innovation ecosystems to provide opportunity for local interactions. EIT Health has its

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representation via seven regional CLCs (EIT Health Belgium-Netherlands, EIT Health France, EIT Health Germany, EIT Health Scandinavia, EIT Health Spain, EIT Health Ireland-UK). and EIT Health Austria since 2022). Additionally, InnoStars is a unique cluster which aims to connect geographically more remote areas. RIS Hubs play a central role in acting in line with the EIT RIS' "place-based" innovation approach. The CLCs became fully operational in 2015 in the predefined regions. The CLCs were established across Europe to create innovation "hot spots" with a broad network. According to the EIT Regulation, RIS Hubs serve as focal points for the KIC's activities and for the mobilisation and involvement of local KT actors in the activities of the KIC. EIT Health InnoStars covers Italy, Portugal and Hungary, while RIS opportunities are available for all other EIT RIS eligible countries and regions.

Figure 12: Geographical distribution of RIS Hubs*
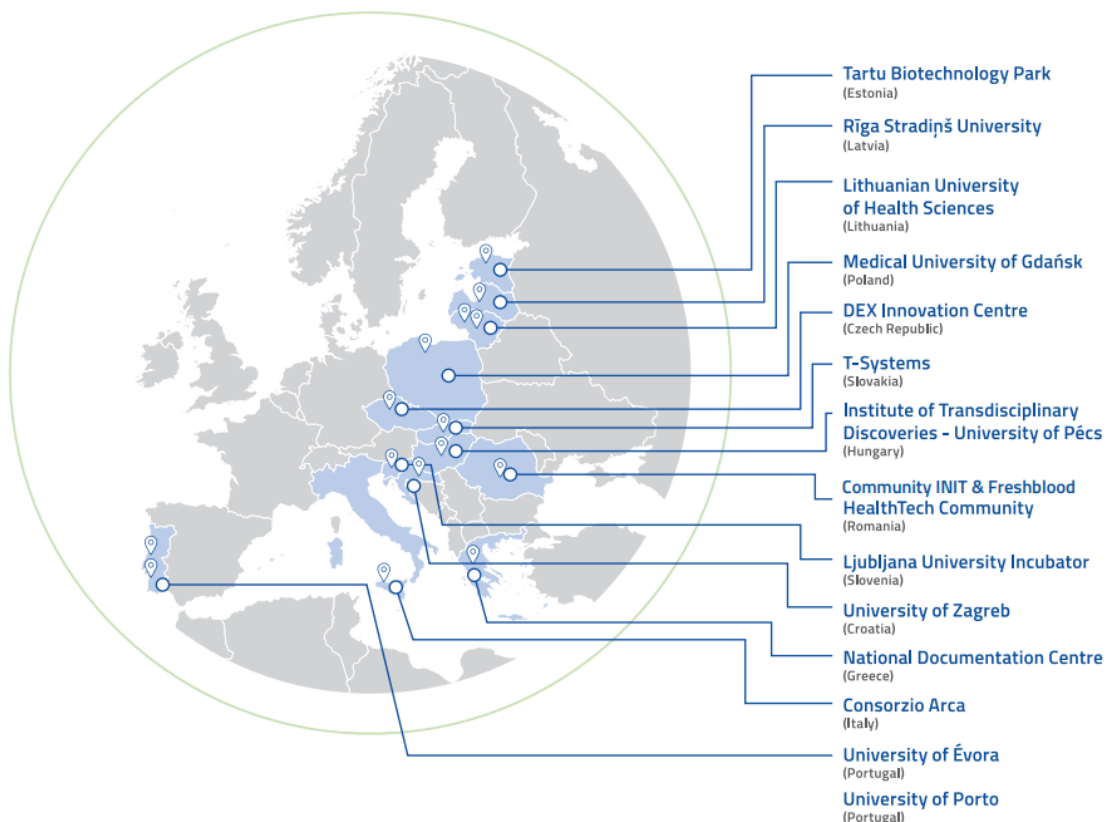
*The RIS Hub in Portugal is run by two entities, but shall be considered as one. The RIS Hub in Poland under the process to establish.

8.1.3 The KIC has created a sustainable innovation ecosystem effectively addressing the societal challenges and skill gaps it was established for

Via designing and organizing selected activities, the KIC is aiming to create impact on its long-term, societal goals: promoting better health of citizens, strengthening healthcare systems in Europe and contributing to a sustainable health economy (the impact was assessed as modest in the 6.1.4 section). Each KIC-funded / supported activity must address at least one societal challenge and one business objectives defined in the Strategic Agenda. Consortiums are also encouraged to entail partners from all three pillars of the KT to be able to implement complex, multidisciplinary projects. Moreover, the KAVAs need to contribute to the EU objectives (see 6.1, alternatively, 6.1.1 for more details).

The surveyed supported ventures were asked about the societal impact of the actions of their business within the EU: the majority of the respondents believe their actions have had at least some impact across all of the societal impact areas, with the highest perceived impact in creating

sustainable healthcare ecosystems (75% of the respondents). However, as evaluated in the 6.1.2, the overall EIT Health societal impact could be viewed as rather modest.

EIT Health also contributes to filling in the skill gaps on the market by encouraging job creation in the KAVAs. To assess the skill gaps filled thanks to EIT Health activities (at least partially), both supported start-ups, scale-ups and EIT-labelled and non-labelled educational programme student / graduates were surveyed.

In general, the following learning outcomes of EIT-labelled and non-labelled educational programmes were identified:[70]

- entrepreneurship skills and competencies
- innovation skills and competencies
- creativity skills and competencies
- intercultural skills and competencies
- making value judgments and sustainability competencies
- leadership skills and competencies
- language skills and knowledge
- working with computers / IT skills

The results of the survey among EIT-labelled and non-labelled educational programme students and graduates showed that the above-mentioned, rather general skills are more strongly cultivated than industry-specific skills, as shown in Table 31 below.

Table 31: EIT and Health Sector Skills Obtained by Students

General skills achieved	# of students	Healthcare sector skills achieved	# of students
Entrepreneurship skills and competencies	14	Clinical trials	5
Innovation skills and competencies	18	Pharmacovigilance and regulations	1
Creativity skills and competencies	20	Molecular technology practice	1
Intercultural skills and competencies	23		
Making value judgments and sustainability competencies	4		
Leadership skills and competencies	16		
Language skills and knowledge	20		
Working with computers/IT skills	8		

[70] EIT. "Quality for learning" EIT Quality Assurance and Learning Enhancement Model: EIT Label Handbook for planning, labelling and reviewing degree programmes. Accessed on January 31st, 2017. Available at: https://eit.europa.eu/sites/default/files/eit_label_handbook_degree_programmes_-_final.pdf.

The survey conducted supported ventures further showed that thanks the engagement with EIT Health, 24 start-ups / scale-ups were able to fill some skill gaps (at least partially), mostly in the following skill groups: innovation skills, entrepreneurship skills, IT skills, creativity skills and competences.

8.1.4 Sustainable and institutionalised partnerships between the organisations engaged with KICs

EIT Health created a strong network and a community with committed partners. However, there is a need to broaden the scope of partnerships and engage new partners from the healthcare sector's demand side (healthcare providers, hospitals, insurance companies, etc.). The KIC has successfully maintained partnerships with EU civil society organizations (e.g., European Patients Forum and BioMed Alliance), but should foster cooperation with a wider range of NGOs and INGOs. The need for this was already identified in the years, shortly after the KIC's creation, yet no significant changes have been made. On the other hand, core and associate partners have been staying in the partnership for a longer period.

According to the survey conducted among supported ventures, partnerships are mostly created with universities (62%), research institutes (56%), and other business entities (SMEs or large companies). In some cases, the respondents have also been collaborating with other KT players such as NGOs or public authorities, however, the number of such collaborations is significantly lower. Most of the collaborations are established with aim to engage in the following activity/activities:

Table 32: Types of activities the surveyed supported ventures engage in through EIT Health collaborations

What type of collaborations do you have with these organisations?	# of respondents
We implement R&D activities together	69
We improve our products and / or services based on their R&D activities	46
They help us design our products and / or services	43
They buy our products and / or services	39
We shape our strategy based on their advice	38
They improve their products and / or services based on our R&D activities	22
We engage in networking and consulting without aiming for a clear result	22
We buy their products and / or services	21
We organise events together	17
We help them design their products and / or services	12
We provide training programmes for their employees	12
We hire people they educate	10

Around 60% of the surveyed ventures described their collaborations as effective or strongly effective and only 14% of the respondents do not think these collaborations are not effective enough.

8.1.5 Visible innovation ecosystems not previously in existence

Innovation ecosystems established by EIT, by definition, stand for a collaboration of a network of actors (researchers, educators / trainers and companies interacting in a specific area (e.g., location and theme) for the generation of new research, development and innovation. Unlike a business ecosystem, collaboration in an innovation ecosystem does not reach commercialization of the jointly developed products and / or services.

EIT Health has contributed to the improvement and creation of local, regional and national innovation ecosystems across Europe. InnoStars demonstrates significant and relevant impact

and is active in strengthening the health ecosystem. Innovation ecosystem development is especially strong in RIS eligible countries and regions, thanks to the knowledge transfer activities of the KIC. One of the key elements of the RIS is knowledge transfer, occurring from countries considered strong innovators to those considered moderate and modest innovators, is to support the development of innovation capacity and outreach of EIT Health programmes to the RIS eligible countries and regions where innovation capacity remains weak. The created and strengthened local innovation ecosystems can be then linked other, more innovative European ecosystems, linking businesses, entrepreneurs and innovators from moderate and modest innovator countries and regions with partners from countries considered strong innovators, thus creating significantly more opportunities for overall growth.

The Israel Hub, managed by InnoStars, as part of the Outreach program, is active and impactful as well, with a strong and dedicated alumni.

To assess the KIC's impact on creating innovation ecosystems, the surveyed supported ventures were asked to rate how their activities within EIT Health contributed to the innovation ecosystem creation. Around half of the respondents stated that their collaboration with EIT Health was impactful or very impactful in fulfilling this purpose.

Figure 13: The estimation of the surveyed supported ventures of their own contribution to the creation of innovation ecosystems
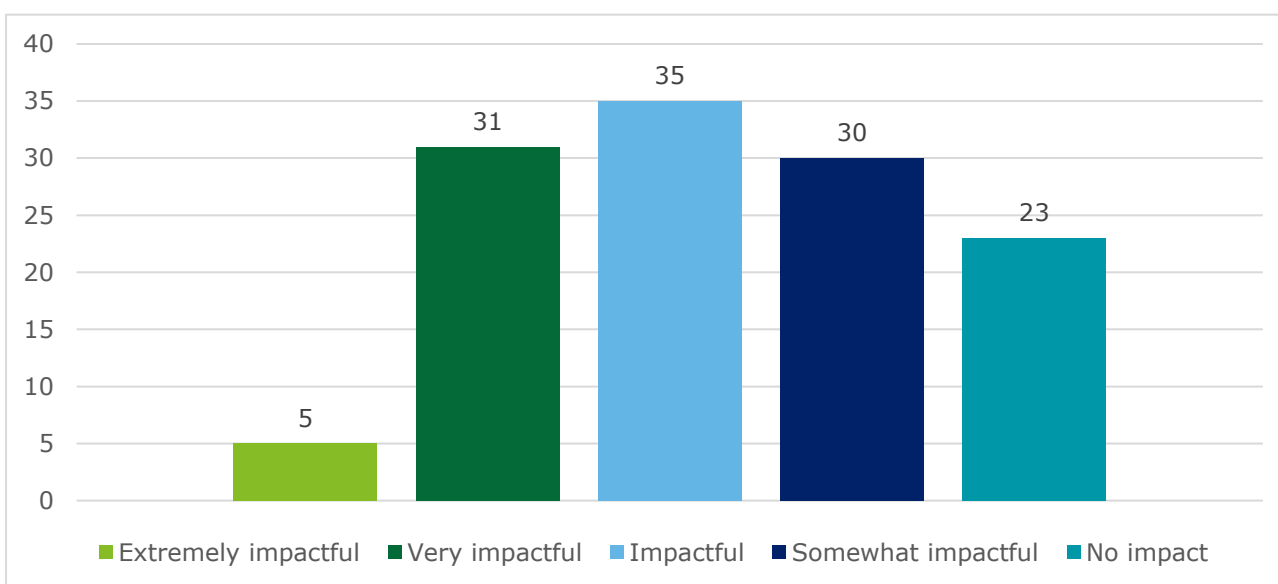
Source: Results of the survey among strat-ups/scale-ups supported by the KIC.

8.1.6 Innovation ecosystems evolving into business ecosystems

EIT Health contributes to the creation of business ecosystems through its Accelerator / Business creation pillar, where the KIC provides opportunities for the development of innovative ideas to entrepreneurs, start-ups and SMEs focused on the MedTech, biotech, and digital health areas.

Based on the survey among supported start-ups and scale-ups, the surveyed ventures were generally satisfied with Innovation projects and Accelerator and its sub-programmes (Bootcamps, Investor network, Fast Track, Venture Centre of Excellence etc.). By exposing start-ups and innovators to international partners and markets, the KIC can contribute to the creation of business ecosystems to some extent, however, it is necessary to highlight innovations in the healthcare sector (especially in the pharmaceutical industry) often take several years before they are market ready.

To assess EIT Health impact in creating business ecosystems, supported ventures were asked to rate how their activities within EIT Health contributed to the business

ecosystem creation. Around 50% of the respondents view that their collaboration with EIT was impactful or very impactful in creating business ecosystems (see Figure 8 above).

8.1.7 The KIC has created a significant European added value with respect to building a sustainable innovation ecosystem through knowledge triangle integration and as a result has developed concrete solutions to societal challenge it addresses as foreseen in the original proposal

The European added value stands for additional value generating positive effects stemming from collaboration across EU Member states. Such collaboration and initiatives bring broader European relevance and significance not only on the regional or national levels but also in the EU-wide context. The best example of the European added value achieved through EIT Health activities is the international cooperation between organizations from different EU Member states, igniting development of new services, products, assets and solutions, thus both outcomes and approaches with EU-wide applicability. The KT approach was designed and adapted to foster these types of collaborations and contribute to building sustainable networks and ecosystems. When assessing the indicator, the maturity of cross-Member states cooperation and the structure of the cooperation and their sustainability should be therefore taken into account.

The maturity of the cooperation can be showcased on the results of the survey among supported ventures conducted for the purpose of this evaluation. In this survey, 22 out of 117 ventures respondents do not cooperate directly with more than one organization. 81% of the surveyed ventures collaborate mostly with three and more types of organizations. More than half of the respondents collaborate with universities (62%), SMEs (59%) and research institutes (56%). On some rather rare occasions, the respondents collaborate also with testbed partners, medical regulatory consultants, incubators, business angels trade groups and associations. The most typical collaboration setup involves a supported start-ups / scale-ups, universities, research institutes and SMEs.

In most cases, the participants of such collaborations implement R&D activities together (60%). Also, the supported start-ups / scale-ups tend to improve their products and / or services based on other collaborators' R&D activities (40%) and / or are helped by other collaborators in designing their own products and / or services (37%). Most respondents consider the collaborations they have as a result of their engagement with EIT Health as effective (34%). 25% of the respondents then view these collaborations as either very effective or somewhat effective. Only 14% of the respondents do not consider these collaborations effective.

When estimating to what extent the respondents' involvement with EIT Health has contributed to the creation of innovation and business ecosystems, almost one third of them (28%) view the created innovation ecosystems as impactful, while 30% view business ecosystems as somewhat impactful. In both cases, around one fifth thinks that the created ecosystems have no impact (19% with innovation and 17% with business ecosystems). About 74% of the respondents believe that they helped to create sustainable healthcare systems.

The most effective cross-Member states collaborations happen in regional initiatives such as InnoStars or RIS. At the level of CLCs, the cooperation is mostly limited to organizations from the EU Member state of the CLC's residence.

Another essential aspect to assess is the potential to contribute to the sustainability of innovation ecosystems. In the past (2018), several mid-size industrial partners from InnoStars faced challenges to find successful way of applying for their participation in the EIT Health Innovation portfolio. Despite being leaders in the healthcare industry in their home countries, bearing great potential to further spur innovation

landscape in Europe, majority of their projects were reportedly not mature or detailed enough to receive funding, which necessarily led to cooling of their interest.[71]

Furthermore, the CLCs have been performing activities with the aim to support the sustainability of the regional innovation systems through networking and partnering with public and health institutions, municipalities and universities. However, despite all the efforts, it remains unclear to what extent these activities have effectively contributed to the overall sustainability of the created innovation systems. New members joined EIT Health, initiated or supported collaborative platforms, but many others also left the innovative ecosystems.

The supported development and commercialization of products and services indeed targeted identified societal challenges (as stated in the KIC's original proposal) but there has been serious underachievement as of the number of such products and services introduced on the market and their impact is also unknown. Based on all above-stated information, as well as the outcomes of the survey among the supported ventures, we can conclude that the objective of bringing European added value to the creation of sustainable innovation ecosystems was partially met. Several activities and efforts have been largely implemented successfully and some of them contributed to the sustainability. However, there is no clear evidence that this contribution is significant. On the other hand, based on previous assessments of the KIC, it seems to be less clear where in the European healthcare ecosystem the EIT Health KIC sits and how this contributes to the development of the overall effectiveness of this ecosystem.

8.2   Financial framework and budget

The CLCs became fully operational in 2016, with very limited resources. EIT Health was determined to provide additional funding for the next years, to support the CLCs in skills and competency development. The CLCs are independent legal entities, funded by EIT Health. The annual financial allocation of CLCs' management cost can be seen in the table below:

Table 33: Evolution of budget, KTI, Innovation Ecosystem and CLCs

	2017	2018	2019	2020
CLCs' management cost	EUR 8,350,382.27	EUR 3,100,000	EUR 3,600,000	EUR 3,800,000

Source: Reported EIT co-funded KAVA from the database of EIT

8.3   Strengths and weaknesses, recommendations

The following table indicates some of the most significant strengths in the KIC KTI, innovation ecosystems and CLCs:

Strengths
The KIC has grown into an effective ecosystem, with engaged partners. There are several interlinked connections between the KT pillars.
The KIC successfully created an ecosystem through CLCs and Hubs for its partners. CLCs and RIS Hubs are integrated in the local innovation ecosystems to provide opportunity for local interaction and to

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[71] CLC Report InnoStarts 2018

Strengths
support the creation and development of local innovation ecosystems. The ecosystem is growing further, as an EIT Community Hub in Hungary opened in 2021, and a RIS Hub in Poland is being established.
The KIC was able to address the societal challenges and was able to contribute to the filling of skill gaps on the market.
The structuring of the Entrepreneurship pillar not only enables real synergy and progression within the pillar but also on the cross-pillar level with Education and Innovation, leading to a significant contribution to a strengthened KTI.

The following table indicates the most significant weaknesses addressed by relevant recommendations:

Weaknesses	Recommendations
The potentially filled skill gaps are not monitored, there is no clear method to assess whether a skill gap has been filled as a direct result of the KIC's activities.	The KIC should develop a clear definition and impact assessment method to assess its impact on skill gaps. A monitoring process / KPI shall also be introduced, and beneficiaries should be obliged to provide data on the skill gaps filled regularly.
The low scale / funding of some projects (especially projects - innovation by design) may question efficiency and effectiveness of the process.	Increase the number of supported projects, open the programme for external organizations.
The competition for the new activities in education seems to be limited to lower number of partners.	The KIC should integrate mechanisms to attract more organizations and institutions from outside its network and increase its openness. This would require revisiting the membership fee system.
Insufficient industrial partners' commitment in Education: Lack of Industry-start-up core partners in Education KAVAs.	Increase the involvement of industrial partners in the education activities, including funding models.

9. Education & Alumni

Education is another cornerstone of the KIC's activities embodied into the EIT Health EDUCATION programme, a virtual marketplace for learning. Leveraging education and talent creation is one of the targeted cross-challenges of the KIC, when trying to overcome the shortage of integration of academic teaching, entrepreneurial training and innovation. The main pillar of the education activities is the support of citizens and students (masters' and PhD students, post-doctoral researchers, health professionals and executives) in EIT-labelled and non-labelled study programmes, supporting academic institutions in the development of innovative curricula enriched by new components such as entrepreneurial skills. Education in the KIC's directing takes the form of certified learning modules such as short courses, longer apprenticeships, entrepreneurship labs or summer schools. For wider public MOOCs has been made available. In terms of the EIT master and PhD programmes, the education support focuses on providing complementary learning-by-doing modules, particularly with the emphasis on entrepreneurial skills. While the education activities are overseen by the Strategic Education Board led by the Director of Education at the level of EIT Health, there is strong level of autonomy, decentralization, however, also fragmentation on the programme level. Each programme is led by a Programme Director from the leading university partner consortium. EIT Health supports only payments towards students' mobility and does not contribute towards participation (tuition) fees or any other forms.

The Strategic Agenda 2016 outlined the following KIC's core KPIs:

Figure 14: EIT Core KPIs, Education

Dimension	EIT Core KPIs	2016	2017	2018	2019-2022 Sum	Total
Education	Number of new graduates (# of new graduates from EIT labelled PhD/Masters programmes)	n/a	80/30	120/120	607/639	807/789
	Attractiveness of Education Programmes (# of eligible applicants for EIT labelled PhD/Master programs)	200/350	400/675	500/950	2.689/4.527	3.789/6.502

Source: Strategic Agenda 2016-2022

The total number of 142 Graduates from EIT-labelled master and PhD programmes by the end of 2020 shows that there have been challenges in the educational programmes, but also that the KPIs in the Strategic Agenda 2016 were overly ambitious.[72]

There is a potential to capitalize on the KIC Partners' network that composes from around 25% (52 in total) of educational organizations. This proportion has remained stable over years and has proved that there are strong roots in the academic sector. Moreover, half of the educational partners represent "strong innovators" according to the EU Innovation Scorecard 2021 categories.

Table 34: Overview of applied assessment criteria and relevant indicators – Education and Alumni

Assessment Criteria	Relevant Indicators
	# and % of KIC Label graduates employed

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[72] To compare, the first-wave KCIs (EIT Digital and EIT InnoEnergy) manage to have 200 graduates per year, however, they reached such a level only after 5-6 years of existence.

Assessment Criteria	Relevant Indicators
KIC's Union added value and relevance with regard to the objectives of the EIT	# and % of students and graduates from EIT labelled MSc and PhD programmes who joined start-ups

9.1 Activities and results

Despite initial delays in 2016, the KIC managed to successfully implement the first educational activities such as the "online media impressions" within the City Festival activity, summer school, as well as launched its first MOOCs and open courses for the public. Success was also achieved in the Innovation Fellowship activity and entrepreneurship Lab, where the KIC exceeded the originally expected number of graduates.

In 2017, EIT Health launched the Alumni Network, which received 500 registrations only during the first seven events that year. It continues to be a strong element in maintaining contact to EIT educational programme graduates. In 2018, the KIC initiated more EIT-labelled master programmes that were expected to build on bringing added value through the already existing programmes instead of developing new ones from scratch. The KIC worked together with EIT using the EIT Label Handbook. Due to delays in programme labelling, lower awareness of the programmes among potential students and partner-driven management, the number of graduates did not meet the foreseen targets. In the same year, new partners (academic and non-academic) were recruited due to the development of new PhD and master's programmes, also in RIS eligible countries and regions. For the same time, there was low visibility of the EIT-labelled programmes identified at the cooperating universities.

In 2019, 24 universities participated in the master's and / or PhD programmes. One master's programme and one PhD programme received the EIT Label. Within the EDUCATION (Campus) network, the Innovation Days grew to a total of 19 locations in Europe and trained 1,028 students. The Innovation Fellowships grew to 7 programmes and led to the creation of 9 start-ups. EIT Health Innovation Educators Network trained 114 educators and created 7 working groups, apart from other exchange programmes. Training for Executives and Professionals provided training to 867 health professionals, exceeding the target, and Training for Entrepreneurs and Innovators, which also exceeded the originally planned targets. 13 summer schools were organized. Lower number of graduates and participants in e.g., summer schools, was caused by administrative burden along with slow marketing procedures and a certain risk factor in the funding model negatively affecting the students' recruitment.

As a result of the COVID-19 pandemic in 2020, 30% of KAVAs were postponed and transferred online, 15% opted for blended trainings while the rest were postponed for later in the year. Despite the solid basis of the educational portfolio and quality of the curricula, the number of graduates has remained low over the years and even faced higher dropout rate in 2021. The number of students in EIT non-labelled programmes increased by 20% in the same year and fluctuations of related planned target values have not been well explained. According to the CER BP2021-2022, some challenges remain – firstly, the activities leading to the expected increase in the numbers of graduates from EIT non-degree and EIT-labelled educational programmes could be more explained. The transdisciplinary interaction and involvement of SMEs and industrial partners as core KAVA partners seem to remain another challenge.

9.1.1 # and % of KIC Label graduates employed and # and % of students and graduates from EIT labelled MSc and PhD programmes who joined start-ups

There is limited data available to assess the number and / or ratio of employment of EIT-labelled graduates and those who joined a start-up afterwards. The only data in this area, which was collected through the survey among graduates, shows 10 EIT Heath labelled master's / PhD students and graduates who joined

start-ups (10 out of 33, which is 30%).[73] From the overall number of graduates reaching 142 between 2018 and 2020, this would represent 7% of employed graduates. However, 30 % of the respondents reported having joined a start-up (10 respondents), while 15% of them joined a start-up up to 3 years after their studies. The respondents nevertheless stated that them joining a start-up was largely not because of EIT activities, including EIT-labelled or non-labelled programmes and/or other EIT Health activities (56%). At the time of filling in the survey, 67% of the respondents have still been working in this start-up. It was confirmed during interviews with the EIT Health staff, that there are very limited possibilities on how to collect this data, which remains fully dependent on the graduates' willingness to report it.

The table below demonstrates the achieved values of graduates from EIT-labelled master's and PhD programmes against the forecasted values between 2018 – 2020.

Table 35: Target and achieved values of EIT Health graduates

	2018		2019		2020		Total achieved
	Target value	Achieved value	Target value	Achieved value	Target value	Achieved value	
Education: # Graduates from EIT labelled MSc and PhD programmes	65	35	76	53	77	54	**142**
Education: # Start-ups created by students enrolled and graduates from EIT labelled MSc and PhD programmes	4	0	9	0	5	0	**0**

Source: Business plans and Grant Reporting. Verified with EIT and the KIC.

The chart below features the statistical data on the EIT-labelled programmes and the enrolled students:

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[73] To compare with the EIT RawMaterials – 15% of respondents claiming to have joined a start-up during or after their studies, this higher.

Figure 15: EIT Health-labelled programme graduates
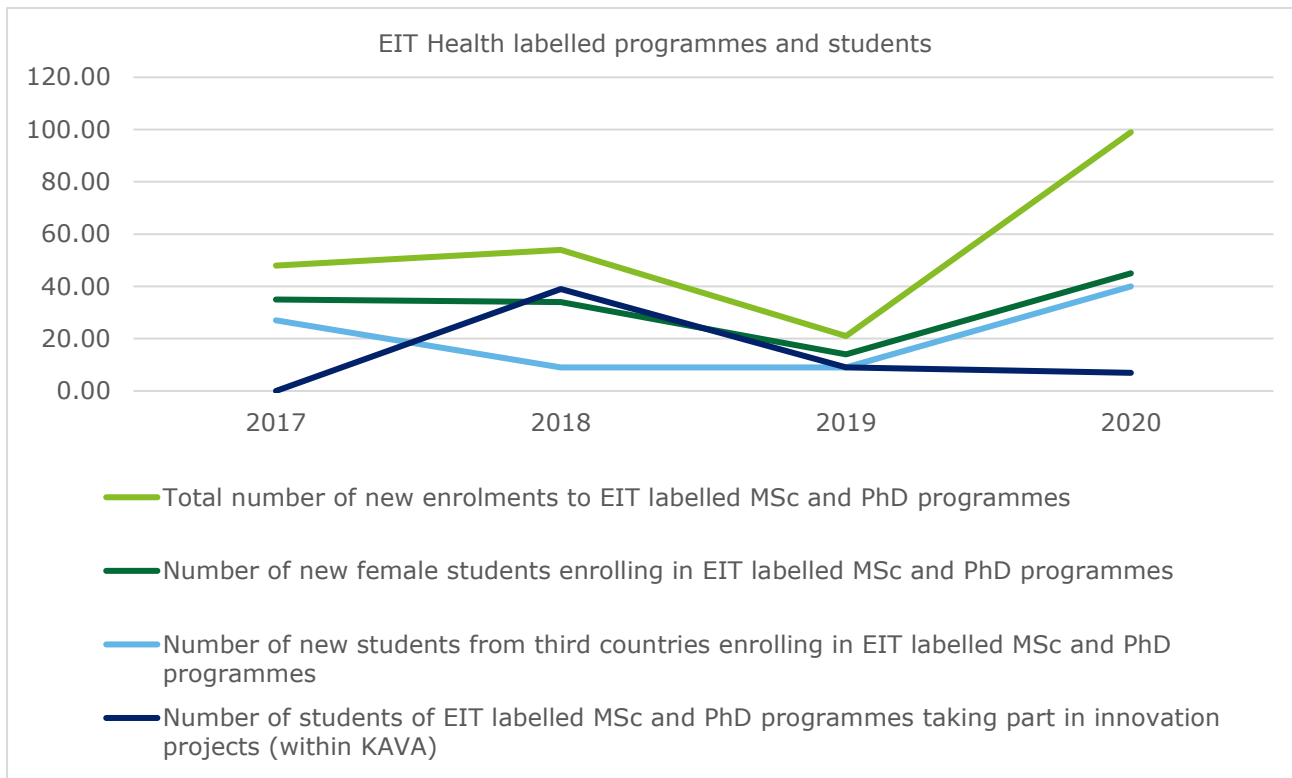
Source: Grant Reporting

The figure clearly shows a significant underachievement in the number of graduates in the EIT-labelled programmes.

According to the results of the survey among EIT-labelled students and graduates, around 70% of the graduated respondents reported being employed - most of them as intermediate entry level staff. 70% of the respondents have not joined a start-up, as shown in the figure below:

Figure 16: Students and graduates joining a start-up during their EIT-labelled studies or after graduation
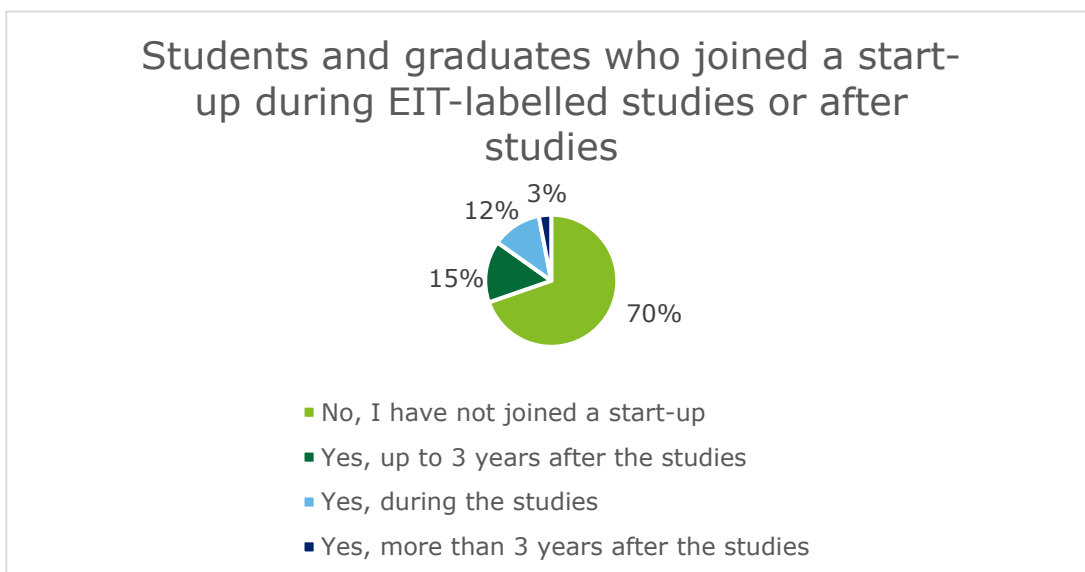
Source: Results of the survey among EIT-labelled and non-labelled students.

44% of those who joined a start-up, did so thanks to the support of EIT Health. At the same time, only 67% of the respondents have still been working for the start-up at the time of the survey. 81% of the employed students and graduates reported believe to be working in the sector or having a job related to the EIT-labelled programme.

Based on this data, it could be estimated that the employment rate of the EIT graduates could be relatively high, but EIT Health does not dispose of the data and the number of graduates is still very low. The current situation is the legacy of the historically embedded approach that is facing several challenges. The first one is the inappropriate selection of the target population. The selection criteria do not reflect the interest of students to follow the entrepreneurship path and similarly the curricula have not been designed with this intention. The curricula at renowned universities often focus on high-quality subject expertise and less on developing entrepreneurship skills. Another challenge is the ownership of the student's selection and curricula design that has lied in the hands of the KIC's partners, leaving little space for the KIC to influence the process. Both challenges should be addressed in the new Strategic Agenda and the expectation is to boost the EIT-labelled and non-labelled programmes from 2024 onwards to reach 1,010 graduates by 2027. For this purpose, EIT Health plans to get more involved in the recruitment procedures and curricula design, that should reflect more practical components, learning by doing, entrepreneurial skills, engagement of experts and mentors from the private sector, training students in start-up creation journey etc. However, the path is still very unclear, as well as the feasibility to achieve the high target, given the continuously low number of students enrolled in the EIT educational programmes (99 enrolled students in 2020).

9.2 Financial framework and budget

Educational activities are being funded through a designated annual budget allocation of EIT Health. In 2016, a total of 29 education activities were implemented, while in 2020 EIT Health provided funding for 73 education activities. The evolution of the annual budget can be seen below.

Table 36: Evolution of budget, Education and Alumni

	2017	2018	2019	2020
Education	EUR 8,350,382.27	EUR 11,625,782.73	EUR 19,230,883.29	EUR 18,222,327.7415

Source: Reported EIT co-funded KAVA from the database of EIT

In order to reach FS, different measures have been developed to generate revenue from the Education activities of the KIC, such as generating revenue for the Executives and Professionals programmes, creating an EIT Health Learning Platform, generate contributions from project partners. EIT Health also plans to develop education and training programmes for the corporate sector of healthcare. EIT Health Learning Platform is key in revenue generation, as from 2020, all educational programmes are requested to create online modules and make them available to EIT Health. The Platform is planned to be used for business-to-customer services and generate revenue via online training modules.

The second strategic initiative EIT Health has developed is the Work In Health / Talent Market Place initiative.

Since 2019, EIT Health has engaged and invested proactively to address the skills and talents crunch in Europe and create the conditions of new "job roles" and profiles in the health and healthcare sector.

Work In Health / Talent Market Place is a multi-faceted initiative that brings about:

- A Skills Observatory which will support the further development and impact of the education portfolio in an evidence-based, needs-driven fashion.
- This initiative has 2 arms:
    - WorkInHealth Foundation for Talents Engagement,

- Talent4Future, the commercial entity that will deliver services and efficiency for Corporate HR Department.
- Work In Health is an EIT Health daughter organisation that was designed to be innovative in its legal set up, so that it delivers on the promise to further support investment in the training and education portfolio.

Work In Health / Talent Market Place aims to contribute to the financial sustainability of EIT Health, as surpluses generated by Talent Market Place, the commercial entity, will be reinvested in training and education, in the shape of joint calls with the KIC L.E., in order to bridge the gaps identified by the Skills Observatory.

9.3 Strengths and weaknesses, recommendations

The following table indicates some of the most significant strengths in the KIC Education and Alumni activities:

Strengths
EIT Health is prominent in deploying novel and innovative formats in education, specifically in relation to citizen's engagements.
EIT Health Alumni Community was set up in 2017 and is developing very quickly: the number of Alumni has grown to over 3,000 members, more than 50 Volunteer Local Representatives across Europe and hosting 45 unique events in 2020.

The following table summarizes identified weaknesses and addresses them with relevant recommendations:

Weaknesses	Recommendations
The Education activities of the KIC were inefficient and did not reach the already low – target values. The number of graduates was rather low both in 2017 and 2018, and the offered programmes were unable to attract a greater number of students. The KIC has decided to completely restructure the education programme portfolio in 2020-2021. The potential of the new approach cannot be assessed yet.	We understand that a thorough redesigning of the educational activities is under implementation. EIT Health should improve planning and methodology to reach EIT core and KIC specific KPIs on Education activities. The KIC should also significantly increase its promotion and marketing activities to boost the student intake in the EIT Health labelled and non-labelled programmes. Otherwise, the KIC risks having no programme graduates in the future.
Untapped potential of the summer school programmes. Some universities do not accept the accreditation of the education received at summer schools.	Seek for European accreditation of the summer school programmes. The possibility of obtaining credits for attending the summer schools could increase the attraction of new students.
Relatively low and unbalanced cost-effectiveness between the overall costs of the EIT-labelled educational programmes and the achieved results.	Analyse the cost-effectiveness of each EIT-labelled educational programme using the cost benefit analysis approach. Revisit the funding model of the

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Weaknesses	Recommendations
	activities performing the worst in the cost-benefit analysis.
Most of the activities in Education are partner-driven and lack more central level coordination which would increase their overall quality and achievements.	The KIC should implement its current plans to be more involved and have more say in the student's recruitment and assessment. The KIC could consider a recruitment campaign among higher education facilities and increase the number of higher education institutions in its partners' network.
The "strategic transformation" that is already underway is seeking to attain a considerably higher number of students for both non-degree education and EIT-labelled education over the next period, however, it remains unclear how it will reach the higher targets set from 2023 onwards.	The KIC should create a concrete step-by-step plan to achieve the envisioned results and introduce frequently monitoring of the implementation.
Academic partners in Education and training represent more than 70% and it seems to be challenging to incorporate SMEs and industrial / business partners as core main KAVA partners. In general, the specific Role of KIC industrial partners in Education activities is not well defined in the portfolio.	Onboard more industrial partners and involve them in the Education activities. Use their networks of cooperating schools where possible.
Discrepancy of the Campus mobility programme with the academic school year.	Reschedule the activities, so that their academic years starts in October and not in January, giving more time for international mobility over the whole academic year and not only from January till September (very often until June).
Low number of start-ups created from educational activities.	Engage more closely in the students' selection process and curricula design with partner universities.

Adapt the students' selection criteria to reflect the interest of students to follow the entrepreneurship path. Ensure that students potentially interested in founding their own business are admitted to the EIT Health educational programmes.

Put more focus on the development of entrepreneurship skills in the EIT Health study programmes' curricula. Ensure students' awareness of the opportunities to learn these skills via EIT Health study programmes and make them accessible to all EIT Health students. |

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10. Innovation & Research

The Healthcare Innovation Cycle framework developed by EIT Health and Consortia for Improving Medicine with Innovation & Technology (CIMIT) uses the Technology Readiness Level (TRL) methodology, modified to reflect the unique challenges in healthcare innovation. It has 10 maturity levels between the steps from defining an unmet medical need to becoming a standard of care. The assessment criteria are transparent and objective and ensure a fair competition.

Related to this chapter the following criterion and indicator is assessed:

Table 37: Overview of applied assessment criteria and relevant indicators – Innovation and Research

Assessment Criteria	Relevant Indicators
KIC's Union added value and relevance with regard to the objectives of the EIT	Revenue from the innovations launched on the market[74]

10.1 Activities and results

Since 2016 EIT Health has supported on 142 innovation projects. Projects were supported through variety of instruments and activities stretching from the Projects programme to support the development of innovative solutions. Generation of innovative solutions was furthermore supported through Business Creation programme to overcome barriers hindering innovations to mentoring, coaching, direct financial support to international networking and investors. As a part of the Education portfolio, the Campus programme was designed for early detection and support of innovative ideas in the academia environment. Most of the innovations benefitted from the melting pot of Knowledge Triangle Integration bringing together the perspectives and knowhow of research organizations, academia and business sector. In 2016, much effort and resources were invested in management and administration to formalise the work and consolidate the partnerships – administrative burden (e.g., signatures, ethical approvals, finding partners) caused delays. In 2016 and 2017 activities primarily focused on engagement with industry partners or organising trainings for professionals and summer schools, on assessing benefits for end users and patients, and establishing cost benefits, cost-effectiveness in relation with health care systems. Despite several projects achieved important and tangible results, such as P3-Stroke, Active Hands, BrainIQ, GRACEAge, CLOSE, AVC, I4PCM, Multimode and Osteo-life while bringing added value and novelty for improving health care and well-being of patients, projects were too large extend academic, with little presentation of market strategy, of the obstacles and opportunities and of their evaluation tools. In 2018 many KAVAs shown the ability to deal well with consortium changes, engagement of talent in a network of talent, innovation and entrepreneurship. In 2019 the portfolio made a significant progress in generating highly innovative projects, across the whole spectrum with strong complementarity of partners and greater involvement of patients. In 2021 the innovation portfolio targeted a sufficient number of marketed innovations (17 based on Strategic Agenda), however there was a decrease compared to the targets of previous years and the target number of new innovation projects planned for 2021 (5) was rather low[75]. The KIC further intends to focus on products that achieve multi-country implementation.

Over the years EIT Health has introduced number of new programmes with the aim to accelerate start-ups and scale-ups, just to name a few - the Catapult, Wild Card, Gold Track, Fast Track, Bridgehead, Venture Center for Excellence as a part of the Business Creation strand and others. Also, under the Regional Innovation Scheme, the InnoStars programme was launched to support the innovation process by facilitating

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[74] This indicator was only started to be monitored in 2021.
[75] The KIC expected to reach a total of 19 marketed innovations in its original Business plan 2021.

European participation and collaboration. Recent assessments identified the Bootcamp EIT Health LaunchLab as a good practice example of supporting innovation as well as innovation call under the RIS.

The Strategic Agenda 2016 distinguish two main types of innovation:

- Innovation by Ideas: collaborative projects that are "solution-driven" and bottom-up, i.e., a potential solution has been identified that either capitalises on an opportunity or addresses a specific problem presented by demographic ageing of the population;
- Innovation by Design: collaborative projects that are "needs- driven" and start from a recognised market need or societal problem – to deliver tangible results for citizens

In 2019 the Think Tank organized a round of tables focussed on „Optimising Innovation Pathways: Future Proofing for Success" contributed to the analysis and insight into the innovation pathways across multiple European regions and provided recommendations for removing barriers and speeding up the process of delivering innovations to patients and citizens. The exercise included series of seven Round Tables in Member States (Belgium, France, Germany, Portugal, Spain, Sweden and the UK). Local innovators discuss digital health solution evaluation from idea to market through the digital health innovation pathway in a real-world setting.[76]

In 2021, EIT Health and the European Innovation Council (EIC) signed a Memorandum of Understanding (MoU) providing a framework to work together in supporting innovations and entrepreneurship, which also points to tight links between the Innovation and Business Creation strands. The challenge for the KIC´s is how to capitalize on the successes of the supported innovation projects leveraging the rights and protection of intellectual property.

According to the results of the ventures´ survey EIT Health brought significant added value to the innovation capacity of the supported start-ups and scaleups. Up to 67% of the respondents have filled their innovation skills gab thanks to EIT Health support. Thanks to the engagement with EIT Health partners and the KTI up to 60% of the respondents directly implement R&D activities, 40% improve or design their products or services based on their R&D activities.

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[76] Optimizing Innovation Pathways: Future Proofing for Success, July 2020

Figure 17: Supported ventures' satisfaction with Innovation projects

How would you rate your experience in the following EIT Health activities?

Innovation projects

0%   20%   40%   60%   80%   100%

■ Highly satisfactory
■ Somewhat satisfactory
■ Neutral
■ Somewhat unsatisfactory
■ Highly unsatisfactory
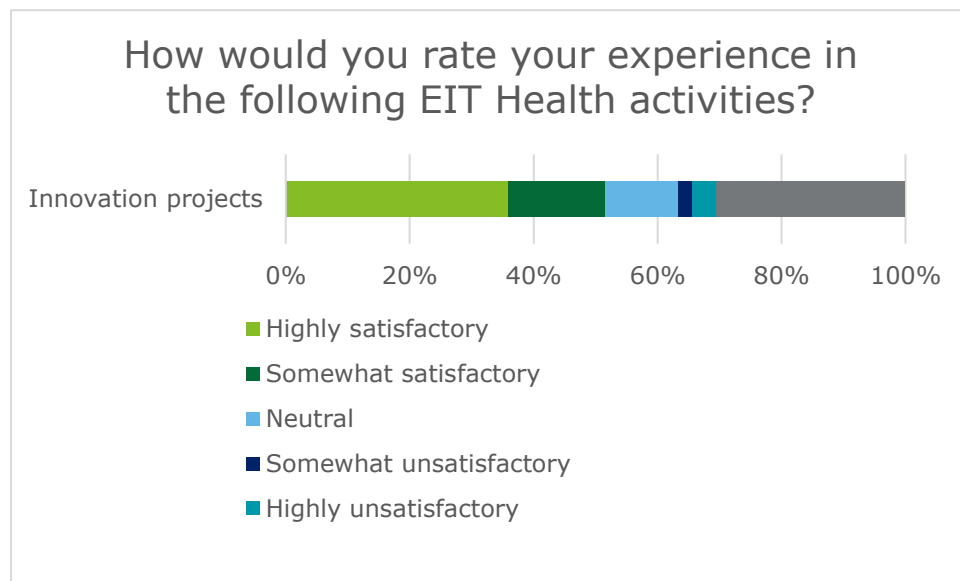
Source: Results of the survey among start-ups/scale-ups supported by the KIC.

The chart below indicates the extent to which respondents have been satisfied with the KIC support in Innovative Projects programme. While for almost 30 % this was not relevant at the time of the survey, 52% of respondents expressed some level of satisfaction.

Despite all above-mentioned successes there are still potentials to be further explored. The survey respondents identified the following challenges:

- The division of Health technology in biotech, medtech and digital health is very restrictive and not stimulating innovation. New tech connecting multiple fields of science and breaking through traditional frameworks does not fit into the current way of EIT organisation.
- The focus of some programmes on academic players should be decreased according to the surveyed venture and the surveyed ventures call for an opportunity to lead projects with an adequate renumeration. Innovation happens in start-ups.

Engaging with research organizations and support research on the innovation path build one of the corner stones of the Knowledge Triangle Integration approach. In 2021 the total score of research organizations among partner organizations reached venerable 95 organizations out of 598. EIT Health seems to be successful in engaging with academic and research organizations particularly through its partners network and CLCs. One of many examples is the cooperation with the Medical University of Gdansk that became a core partner of EIT Health in 2021. Together with other partners the university and the KIC run a course called "From Scientists to Innovators for Industry", a 3-month course to orient young researchers towards collaboration with the industry.

10.1.1 Revenue from the innovations launched on the market[77]

There is limited and diverse data on the number of innovations marketed between the years 2016 and 2020, mainly due to the fact that the KIC started to work with this indicator only in 2021. According to the KPIs shared, 12 out of the planned 30 innovations[78] have been marketed by the end of 2021. According to the

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[77] This indicator was only started to be monitored in 2021.
[78] Business Plan 2021

values reported by EIT on the indicators 82 products (goods or services) or processes have been launched on the market between the years as shown in the table below:

Table 38: Number of products (goods or services) or processes launched on the market

| # Products (goods or services) or processes launched on the market | | | | | | | | | | | |
| 2016 | | 2017 | | 2018 | | 2019 | | 2020 | | **Total** | |
Target	Achieved	Target	Achieved	Target	Achieved	Target	Achieved	Target	Achieved	**Target**	**Achieved**
19	13	21	9	46	16	25	7	27	23	**138**	**77**

Source: Business plans and Grant Reporting. Verified with EIT and the KIC.

The total number of successfully launched products or services on the market reaches 56 % of the planned targets. There are several reasons for these low numbers. First of all, in the healthcare sector, the development of biotech products or services is extremely demanding and time consuming. The product´s development is mostly based on research, research of the illness or morbidity and the (applicated) research of the cure. In some cases, the healthcare-related research is followed by clinical studies validating the effectiveness of the product or cure. The whole process is multiplied by the number of different regulatory and legislative frameworks of different EU Member states, that the products have to comply with. Including the approval of the reimbursement procedures by health insurances in each MS. This again significantly prolongs the time until the products can be launched on the MS markets. This process can often take up to 15 years. However, the process shortens significantly in the case of digital technologies products and services, which constitutes a large part (if not the majority of outputs) of the KIC's efforts. Development of an application based on medical data can be much faster but faces another challenge – availability of the data. In most cases medical data is subjected to strict personal data protection measures. For many start-ups it takes time to negotiate the provision of the data with the data owner.

The process of launching medical / health products or services on the market necessarily requires massive marketing increasing demands for further funding. From launching the product or service on the market to generate revenue represent another long journey. There are many successful stories of products and services launched on the market and supported by EIT Health. But there is no systemic measure in place how to collect data from the start-ups, scale-ups on their revenue, particularly, when they fade away from EIT Health support.

The success of many of the innovations depends on the integration of the innovation into the business plan of the large industrial partners. They usually are reluctant to adopt innovations from the academic sector, if they are not compliant with their business plans and internal validation procedures.

Although EIT Health collaborates with industry experts and healthcare partners with many years of business experience to be capable of properly estimating the time necessary to market new healthcare product and services, a better communication between the KIC and EIT would be required, especially in the goal-setting phase (e.g., when drafting business plans, strategic agendas). Many of the above-mentioned risks could thus have been mitigated by a more cautious planning, setting more realistic goals (already at the EIT level), as well as regular monitoring of the progress towards achieving the set KPIs. Additionally, the KIC should communicate with EIT on a regular basis to inform about the challenges in reaching its goals and KPIs. Whenever necessary, adjustment of some of the KPIs needs to be discussed with EIT. On the other hand, the KIC has to bear in mind that any changes to its overall ambitions reflected across individual KPIs have to come with a well-argued explanation for EIT to understand and accept the changes. The latest information on the KIC, yet sets a new, better direction. Soon, the KIC is planning to introduce systemic changes to closer monitor the revenue from the launched products and services and integrate it into the financial sustainability plan. For projects that will be launched in 2022 (14 projects), the cumulated projected revenues on Year 5 i.e., 5 years after the end of EIT Health support should be EUR 826 million which would make an average of EUR 59 million per project.

10.2 Financial framework and budget

Innovation and research activities are being funded through a designated annual budget allocation of EIT Health. In 2016, 23 innovation projects were started by partners, with the involvement of 33 SMEs in total. EIT Health had to reconsider the budget allocation of its Innovation project, and the EIT co-funding was smaller than expected. As a result, EIT Health introduced stricter budget limits for multi-year projects from 2017 and has limited also the duration of projects to a maximum of 24 months. In 2020, EIT Health provided funding for 86 innovation projects out of which three were for management/coordination. The evolution of the annual budget can be seen below.

Table 39: Evolution of budget, Research and Innovation

	2017	2018	2019	2020
Innovation and research	EUR 21,239,111.62	EUR 25,685,053.23	EUR 35,631,817.79	EUR 57,164,333.61co

Source: Reported EIT co-funded KAVA from the database of EIT

In order to reach FS, different measures have been developed to generate revenue from the Innovation activities of the KIC, such as introducing success fee and royalty fee models to their projects. Moreover, in 2020 all new Innovation projects has to sign a contract with EIT Health on financial sustainability contribution.

10.3 Strengths and weaknesses, recommendations

The following table indicates some of the most significant strengths in the KIC Innovation and Research activities:

Strengths
The KIC´s activities in Innovation are focused on the challenges and objectives with potential impact on society.
The selection process of innovation KAVAs is solid and with high quality of external expertise.
KIC support focuses on the potential of applicability of innovative products and/or services on the market. There is an eligibility criterion to have clear and achievable commercial or implementation strategy and endpoints.
Processes are in place to monitor implementation of the innovation projects.
Pilot grant agreement signed with the EIC providing a framework to work together in supporting innovations and entrepreneurship.
The three types of Innovation activities defined (partner-driven, start-up driven, high value care projects) are defined and present clear targets and inputs.

The following table summarizes identified weaknesses and addresses them with relevant recommendations:

Weaknesses	Recommendations
Underperformance as of the number of innovations launched on the market.	Put more emphasis on the digital innovation products and services, that can be developed and launched on the market faster. Ensure that the fast track call is launched in 2022 (focused on this area) in its fastest implementation possible. Exploit new opportunities emerging from the COVID-19 pandemic response.
There is no formal procedure established for monitoring innovation projects post-funding.	Introduce mechanisms to monitor the revenue resulting from supported innovations and use it as a co-funding opportunity (e.g. by the planned implementation of the post-funding monitoring process, potentially also on a the project level).
Unfinished mechanisms ensuring financial flows from innovation activities into the KIC LE.	Develop a concrete plan how to generate revenue from products and / or services launched on the market. Develop a plan how to overcome potential hindrances due the intellectual property issues – beyond financial contribution models in its robustness.
To the extent to which the involvement of citizens and patients throughout the innovation process is a challenge in the healthcare sector, in general it is the same challenge for EIT Health supported projects and activities. It is an ongoing struggle that EIT Health continuously strives to address.	Introduce measures to involve citizens in all stages (co-creation from design to implementation and evaluation), especially at the level of individual activities.

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11. Entrepreneurship & Business Creation

Business Creation is besides Innovation and Education one of the three key pillars of the KIC. Initiate and accelerate the creation of businesses is one of the purposes of the KIC and its broad consortium of various partners implementing activities endeavouring to the development of entrepreneurship skills. Business Creation is materialized mostly in the Accelerator Programme, that aroused besides many other already existing competitive accelerators on the market. One of the KIC´s goals identified in the SA 2016 for 2022 was to trigger up to 170 start-ups and 239 spin-offs and to incubate almost one thousand business ideas. EIT Health has managed to evolve and boost its SME and start-ups network, involving hundreds of SMEs in its activities. Business way of thinking stands behind the overall approach, how to stimulate innovation within the health communities and start-ups landscape and help to launch their products or services on the market. Furthermore, EIT Health has incorporated elements of business creation / business support in all innovation projects, e.g., links to local market / procurement expertise to support project teams and accelerated evaluation and co-creation of innovations through living labs and test-bed network.[79] The following scheme shows the early pathway of business creation support:

Summer School ➡ Innovation Days ➡ E-Labs ➡ Fellowship Programmes ➡ Bootcamps (e.g., LaunchLab) ➡ PoC/HS Funding ➡ Health Catapult ➡ Bridgehead ➡ Gold Track ➡ Investment Activities

Related to this chapter the following criteria and indicators are assessed:

Table 40: Overview of applied assessment criteria and relevant indicators – Entrepreneurship and Business Creation

Assessment Criteria	Relevant Indicators
No specific criteria are connected to this chapter. We advise readers to see Chapter 6. KIC Governance, KIC Partnership, Processes & Operations, indicators 6.1.1.-6.1.8. for additional information on the supported ventures.	No specific indicators are connected to this chapter. We advise readers to see Chapter 6. KIC Governance, KIC Partnership, Processes & Operations, indicators 6.1.1.-6.1.8. for additional information on the supported ventures.

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[79] Interim Evaluation Report, 2017

11.1 Activities and results

Entrepreneurs have benefited from improved access to knowledge and training already in 2016 thanks to the Investor's Network, the international Business Plan competition "European Health Catapult" and the EUR 2.5 million Proof-of-Concept / Headstart fund. Another early success was the Innovation Fellowships, which incubated 12 business ideas and created 3 start-ups already in 2016.

In 2016 the KIC supported the entrepreneurship and business creation within:

Accelerator/Innovation Training and Support

- LaunchLab
- GoGlobal
- Business Plan Competition (Aggregator[80])

Market Preparation and Expansion

- HS/PoC Projects

In 2017, the start-ups supported by the KIC managed to attract over EUR 27 million on investment which greatly exceeded the target. The facilitation of access to capital for high potential health start-ups proved to be valuable. The interest of start-ups in accessing EIT Health Accelerator kept strong with over-subscription and increased numbers of start-ups supported particularly through KAVAs. Individuals were supported through LaunchLab and Health Venture Lab. Business Creation experts in place at LE (Director, BCM) and CLCs (BCMs) were crucial to attract start-ups and entrepreneurs, and in engaging with the local investment communities which were instrumental in building the Investor Network and providing support to other KAVA.

More than 200 individuals were trained in the Bootcamp activities within the Incubate program. Almost all activities within the Validate part of the programme exceeded output targets by involving more start-ups mentors and raising more money than originally envisaged and on budget. From 2019 on, EIT Health worked on consolidating its portfolio by integrating the "Product Market Fit", "Network of Incubators", and the various GoGlobal programs into one strong program called "Bridgehead" that supported up to 80 startups per year to enter new markets through access to "EIT Health Catalyzers" (Clusters, Accelerators and Incubators within the EIT Health partnership).

A specific EIT Health programme is "Goldtrack, initiated in 2018 / 3029 to support scale-ups with massive growth potential. Through a very competitive selection process, where leading investors select the most promising companies by also committing to personal engagement and support for the startup, a group of 4-6 companies per cohort receives highly individualized support. In return, EIT Health participates in the company's success by a significant success fee on any kind of financial events.

From 2018 to 2021 EIT Health has co-developed the Venture Center of Excellence that brought additional value and capacities to the business creation building a collaborative co-investment platform between the KIC, the French CLC, EIB and EIF with the strong support of the European Commission. The Venture Centre of Excellence (hereinafter "VCoE") is a pan-European Life Science / Healthcare open innovation programme currently being designed and operated by EIT Health and the EIF, following a call to action coming from DG Santé to increase investment support in the sector. The programme was launched on October 5th, 2020, during the HealthTech Innovation Days event in Paris and, since then, has become fully operational as described below.

This 15-year programme is designed to increase co-investment and strategic connections across Europe's innovative Life Science / Healthcare start-ups by concretely:

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[80] Later renamed to European Health Catapult.

Mobilising and increasing the diverse investment capabilities available to our network thanks to a flexible financial vehicle, namely the SDUF Health Compartment supported by the European Commission as an Anchor Investor and operated by the EIF.

Using a custom-built AI engine to facilitate the scouting, the sourcing and the syndication of co-investment scenarios by programme members based on customised, confidential parameters.

Increasing focused, motivated networking and community-building between the different investor groups of focus: EIT Health-linked Corporate / Academic / Tech Transfer / Industrial / Insurance partners, and EIF-linked selected Venture Capital firms, namely, first-time, emerging, and established Life Sciences-dedicated fund managers across Europe.

Key Facts and Figures – State of Play

Over the 15-year term of the programme, total value of new transactions occurring thanks to the VCoE will vastly exceed EUR 2 billion. This is attributable to the following financial architecture:

- The EC provided in 2020 & 2021 a EUR 150 million anchor investment into the programme, as a leveraged contribution based on the corporate token commitment described subsequently.
- The participation of 15 to 20 VC funds, each raising funds ranging from approximately EUR 60-550 million in size.
- EIF, which annually invests EUR 300 million in life science funds, increasing its direct primary investment in participating Life Science / Healthcare funds in each of the above funds
- The expected vibrancy and flexibility of the community resulting in opportunities for members to mobilise their own co-investment capacity, at will, with other participants in deal opportunities of strategic interest.
- Indeed, the VCoE programme is specifically designed to trigger and accelerate these additional co-investment capabilities.

As of November 2021, the VCoE is fully operational, and its current state-of-play is as follows:

A member community has been constituted, consisting of:

- VC funds
- 5 Corporate entities

This member community represents over EUR 1.7 billion of investment capabilities, 100% dedicated to life science.

This firepower includes EUR 468.5 million of direct "VCoE effect", stemming from the deployment of (1) the EC's anchor investment leveraging that of the member Corporates via the Sustainable Development Umbrella Fund – Health Compartment (SDUF-HC) financial vehicle and (2) the parallel other EIF investments made directly into the 8 selected VC funds.

- The 8 VC funds selected thus far represent:
- European countries
- A balanced portfolio of Therapeutics, MedTech Diagnostics, and Digital Health focused funds, across early, middle, and late maturity stage investment focuses.
- 4 of the VC funds in question are led by emerging fund managers, 3 by first time teams, and 1 by an established team.

In 2019 and 2020 the number of start-ups and investments attracted exceeded the targets. KIC progressed in building the investors network engaging with health focused technology companies. However, the investors could have been involved at an earlier stage in the process. In 2020, KIC managed to perform well even despite the transition of its activities into online environment due the COVID-19 pandemic.

Due to a planned reduction in budget, the Business Creation portfolio significantly decreased its targets in 2021, reducing the number of start-ups created as a result of innovation projects or created by EIT labelled MSc/PhD programmes. The portfolio proposed relatively conservative targets for the RIS eligible countries and regions but kept on ambitious KPIs as of the investments attracted. Still, the Entrepreneurship & Business Creation strand has been especially successful in the number of start-ups supported and also the number of investments attracted by its supported ventures, exceeding the indicators' target values in both cases. Additionally, the KIC consolidated the programme landscape further and decided to provide a stronger support to more mature businesses, which could, among others, contribute to EIT Health financial sustainability e.g., through Bridgehead and Gold Track programmes. Another successful outcome was achieved in keeping the number of Bootcamp participants high.[81] Some of further areas where the EIT Health has been strong include supporting start-ups from newer EU MS and having its EIT Health Accelerator be awarded recognition in the "Most Promising – Young Programme" category of UBI Global's prestigious ranking of incubators and accelerators worldwide (2019).

An overview of core KPIs relevant to the Entrepreneurship and Business Creation areas and their values achieved are featured in the following table. As detailly elaborated on in 6.1.13 section, the KIC succeeded to exceed its target values in the number of start-ups supported and the investment attracted by start-ups supported.

Table 41: Start-ups supported by KICs

	2017		2018		2019		2020		Total
	Target	Achieved	Target	Achieved	Target	Achieved	Target	Achieved	
# Start-ups supported by KICs	101	100	307	255	282	386	335	489	**1,230**
Investment attracted by start-ups supported by KICs	2,455,000	27,900,000	10 000 000	49 675 000	20,600,000	143,560,249	72,973,061	363,270,789	**522,307,452**
# Start-ups created as a result of innovation projects	2	0	10	5	19	4	3	0	**9**
# Start-ups created by students enrolled and graduates from EIT labelled MSc and PhD programmes	0	0	4	0	9	0	5	0	**0**

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[81] As a result of an increasing corporate co-funding into the Bootcamp KAVAs.

11.2 Financial framework and budget

Entrepreneurship activities are being funded through a designated annual budget allocation of EIT Health. In 2016, 16 entrepreneurship projects were started by partners. In 2020 EIT Health provided funding for 20 entrepreneurship projects. The evolution of the annual budget can be seen below.

Table 42: Evolution of budget, Entrepreneurship and Business Creation

	2017	2018	2019	2020
Entrepreneurship	EUR 7,094,107.86	EUR 11,355,250.37	EUR 17,929,312.61	EUR 24,123,517.53

Source: Reported EIT co-funded KAVA from the database of EIT

EIT Health has started to introduce financial sustainability measures in its Accelerator portfolio in 2018. In 2020 as a response to the COVID-19 pandemic, a new initiative was created called Start-up Rescue Instrument. The initiative received additional EIT funding with a so-called equity option method, which is also applied in "Amplifier" Innovation projects. As a result of the new initiative, EIT Health invested around EUR 5 million, which can potentially be a key future revenue source. Moreover in 2020 the Business Creation Pillar of EIT Health was able to raise EUR 2,2000 Sponsorship fund from multiple programmes (e.g. Health Catapult, Startup meets Pharma). As an additional revenue, start-ups participating in the Finance Booster training programme were required to pay participation fee.

11.3 Strengths and weaknesses, recommendations

The following table indicates some of the most significant strengths in the KIC Entrepreneurship and Business Creation activities:

Strengths
Business way of thinking stands behind the overall approach, how to stimulate innovation within the health communities and start-ups landscape and help to launch their products or services on the market. Furthermore, EIT Health has incorporated elements of business creation / business support in all innovation projects, e.g., links to local market / procurement expertise to support project teams and accelerated evaluation and co-creation of innovations through living labs and test-bed network.
The structuring of the Entrepreneurship pillar not only enables real synergy and progression within the Entrepreneurship Pillar, but also cross-Pillar with Education and Innovation, leading to a significant contribution to strengthening the KTI.
EIT Health is very committed to the Women Entrepreneurs mission. It grew a very visible network of women entrepreneurs and WE Health is one of the strategic initiatives of the KIC's education.
Businesses are the most represented group among the KIC´s partners portfolio. The KIC has managed to approach and involve hundreds of businesses, start-ups and scale-ups in its activities. The KIC has overperformed and far away exceeded the proposed KPI on the investments attracted by start-ups supported.
The Bootcamp EIT Health LaunchLab is a good practice under Innovation Training and Support.

The following table summarizes identified weaknesses and addresses them with relevant recommendations:

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Weaknesses	Recommendations
KIC has established none or limited processes to monitor the revenue growth, profitability and the type of jobs and type of skill gaps by supported ventures.	Establish processes of data collection to monitor revenue and profitability of supported start-ups during 3 - 5 years after the ceased support. Ensure its regular monitoring. Introduce processes to monitor the created ventures' economic results in the long run (it might take longer to get the first paying customer).
Insufficient use of the revenue of the supported companies increased by KIC support to ensure its own FS.	Introduce a strategy and concrete mechanisms to attain a reasonable proportion of the profits and revenue of supported businesses created as a result of the KIC's support. EIT Health made a good progress in addressing this recommendation in recent times, however, more substantial progress towards financial sustainability is still needed.
Low number of start-ups created as a result of innovations.	Make the list of supported technology larger to stimulate innovation by technologies connecting multiple fields of science, not only biotech, MedTech and digital health. Simplify access to the funding opportunities, lower the bureaucracy put on start-ups when applying for basic funding. Decrease the number of changes e.g., in budgeting during the implementation of supported projects. Introduce processes to monitor the created ventures' economic results in the long run (it might take longer to get the first paying customer).

Furthermore, other important findings and / or recommendations of the surveyed ventures are included in the following section:

Based on the conducted survey among start-ups and scale-ups the ventures were generally satisfied with Innovation projects and Accelerator and its programmes (Bootcamps, Investor network, Fast Track, Venture Centre of Excellence etc.). The respondents are satisfied with the assistance they received from EIT Health and some of the ventures claimed even the mere presentation of EIT Health logo on their communication materials proved to be valuable (had positive impact on their interactions with other institutions and partners).

The survey shows that for these start-ups and scale-ups the key need to growth is stronger support in accessing the funding sources and more networking, matchmaking and collaboration opportunities.

When asked about the extent to what the respondents see value in EIT Health, the majority of them views EIT Health as good, yet there would still be room for improvement. The recommendations made by the respondents include:[82]

- better alignment of EIT Health strategy with H2020 programmes
- better communication of EIT Health towards supported ventures, also after the official support ceases (ventures indicate lower responsiveness on part of EIT Health)
- changes made to the EIT Health list of supported technology to stimulate innovation (include new technology connecting multiple fields of science, not only biotech, MedTech and digital health)
- lower or no fee obligation for start-ups to participate in EIT Health activities
- include support for scale-ups, SMEs and companies in the phase of their first commercialization (e.g., introducing a call between the stage related to Headstart and the stage related to Catapult and/or providing financial support for companies with low revenues to successfully finish their prototype) and/or internationalization
- more user-friendly EIT Health official website (to better navigate through the information available, as well as to gain a better understanding about which supporting activities are available to newcomers and as a continuation of previous support programmes)
- better orientation in the EIT Health Headstart reporting portal
- more flexible budgeting rules (room for moving the project budget across years would be especially appreciated during the pandemic), however, the number of changes in the budgeting and reporting rules should be limited to a minimum to allow for a better predictability of project finances
- lower bureaucracy put on start-ups when applying for basic funding
- decrease focus on academic players, however, increase emphasis on start-ups and allow them to lead projects with adequate remuneration
- more frequent information-sharing regarding funding/matchmaking opportunities
- increase the number of opportunities to receive feedback from investors and large corporates, include better and more involved investors in Investors Network
- simplify access to funding opportunities and introduce a better agenda/official programme to networking/mentoring/matchmaking activities to increase its relevance (avoiding a "chit-chat"), e.g., more focus put on market/sales matchmaking with relevant stakeholders
- intensify support across EIT Health support programmes/activities, especially in the funding area".

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[82] These is a full summary of recommendations made by the surveyed ventures and should be taken as feedback to potentially improve the quality of and interest in the KIC's services. We recommend the KIC to review them and check their suitability in terms of the EIT strategic goals.

12. EIT Regional Innovation Scheme (EIT RIS)

Related to this chapter the following criteria and indicators are assessed:

Table 43: Overview of applied assessment criteria and relevant indicators – EIT RIS

Assessment Criteria	Relevant Indicators
KIC's Union added value and relevance with regard to the objectives of the EIT	KIC RIS activities have been fully aligned with the EIT RIS Guidance note 2018-2020 and RIS Implementation Framework (2022-2027).[83]
Achievement of KIC's objectives	The KICs have delivered EIT RIS activities and achieved results within the scope of their EIT RIS Strategies. Any deviations are duly justified and having led to maximized results.
KIC's achievements in attracting new members from across the Union	Number of the RIS eligible countries and regions covered by the KIC partnership and representation of all the knowledge triangle players in its activities.

12.1 Activities and results

The EIT Regional Innovation Scheme (EIT RIS) was introduced in the EIT Strategic Innovation Agenda in 2014, initially as a voluntary scheme, with the aim to enhance innovation capacity across the Union, especially countries with moderate or modest innovation scores as defined by the European Innovation Scoreboard. From 2021, the EIT RIS became mandatory and an integral part of the EIT KICs' multi-annual strategy. Through the EIT RIS, the KICs managed to significantly increase the number of RIS eligible countries involved in their activities, which is a great success.

In order to further promote KICs' activities, KICs engage local organisations to serve as EIT RIS Hubs. RIS Hubs are "physical hubs, established by a KIC and forming part of its structure, in a Member State or in an associated country targeted by the RIS and they serve as focal point for the KIC's activities and for the mobilisation and involvement of local knowledge triangle actors in the activities of the KIC" as set out in the Article 2 (4) of the EIT Regulation. RIS Hubs are a central element of the EIT RIS' "place-based" innovation approach. RIS Hubs all work on challenges related to the lack of innovation culture, scatteredness of the ecosystem and low level of innovation support mechanisms with their engaged partners.

The EIT realised the potential of emerging, ambitious, young talents from countries and regions with a weaker innovation performance. The RIS aims not only to speed up the development of start-ups and talents, but overall to help the eligible countries and regions to build and strengthen their local innovation ecosystems which creates a strong and stable base for innovation. Moreover, the target is to connect Europe's emerging countries and regions in terms of innovation with better-developed innovation ecosystems by establishing forums for matchmaking, promoting cross-border and cross-sectoral partnerships, connecting start-ups with investors, talents with potential employees, experts and mentors in

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[83] EIT RIS Guidance Note 2018-2020 was also in force in 2021 as a transitional year.

RIS regions. The KIC developed flagship programmes that can be scaled out to many countries and regions to multiply the effect and maximise the impact they make (e.g., DRIVE capacity building scheme).

For the current funding period 2021-2027, RIS activities have been enhanced, by strengthening its mandate, increasing its openness, prioritising a place-based approach to its regional partners through the EIT KICs and their EIT RIS Hubs, and devoting a larger financial contribution to the implementation of EIT RIS activities in line with the EIT's Strategic Innovation Agenda for 2021-2027. Attracting and integrating additional participations from the EIT RIS eligible geographical area into the core activities of the EIT KICs is also a key objective of the EIT RIS in the 2021-2027 period.

As a recognition of the work done so far EIT Health Regional Innovation Scheme was named the best Regional Collaboration Initiative of the Year at the 2021 Emerging Europe Awards.

10.1.1 Number of the RIS countries and regions covered by the KIC partnership and representation of all the knowledge triangle players in its activities

EIT RIS initially started as a voluntary scheme in 2014. The initiative was given a stronger role in 2017, when a so called EIT RIS working group was established with the objective of designing the EIT RIS implementation guidance note for the years 2018- 2020. EIT Health follows a "place-based" innovation approach and engages local organisations to ensure localisation of all RIS activities: altogether 12 EIT RIS HUB were created. EIT Health InnoStars, a unique cluster of stakeholders covers Italy, Portugal, Poland and Hungary, with partners. As regards to InnoStars partnership, the KT is balanced.

Table 44: Number of key KT partners within InnoStars

Business	Education	Research	Total
11	11	8	30

For the RIS Hubs EIT Health has a special category: they are quasi partners with clear set of tasks, providing services and collaborating with EIT Health to implement the RIS. The Scheme plays a significant role in improving the local ecosystems and in integrating different actors from the RIS regions into the KIC's activities.

EIT Health RIS is currently being offered through RIS Hubs in Lithuania, Latvia, Estonia, Czech Republic, Slovakia, Slovenia, Hungary, Croatia, Portugal, Romania, Greece and Italy. In addition, the EIT Community Hub in Hungary opened in 2021, with the aim to bring together highly skilled innovation specialists of four KICs (EIT Health, EIT Climate-KIC, EIT Raw Materials and EIT Urban Mobility). InnoStars has well-embedded organisations with extensive networks and access to the local stakeholders. EIT Hubs ensure the active involvement of local knowledge triangle actors and liaise with and provide expertise to the relevant national, regional, and local authorities.

EIT Health Hubs' role became more strategic in stakeholder management, as they analyse their network, research the needs of their local KT actors and help them move through the awareness - involvement - commitment - co-creation funnel.

There are specific RIS Innovation calls, that select proof-of-concept phase innovation projects, and during the implementation EIT Health tries to boost the collaboration between the knowledge triangle players.

Examples of successful KT integrations from the RIS eligible countries and regions:

- "4DigitalHealth" acceleration programme through which ten start-ups are accelerated yearly, a multidisciplinary "Discovery Team" dedicated to identifying challenges and difficulties in local clinics, was created
- "From Labs to Market" programme brings together researchers and entrepreneurial talents to catalyse collaborations.

- "Innovation Support Programme" in Porto provides collaboration with one of the region's major hospitals and supports innovation teams to develop a proof of concept through financial granting and also provides to the selected projects access to end-users (mostly healthcare professionals) to test their solutions.

10.1.2 KIC RIS activities have been fully aligned with the EIT RIS Guidance note 2018-2020 and RIS Implementation Framework (2022-2027)

EIT RIS Guidance note 2018-2020

Based on the EIT RIS Guidance note 2018-20, the EIT RIS objective was to contribute to enhancing the innovation capacity of the countries and regions that are modest and moderate innovators as defined by the European Innovation Scoreboard[84] by transferring KIC good practice of the Knowledge Triangle Integration ("hereinafter" KTI). While a certain level of flexibility was allowed, each KIC was expected to work with relevant local players, incorporate them in the KIC ecosystem and provide them with mentoring to promote and implement KIT in RIS regions. The aim of the KIC-specific EIT RIS Strategy 2018-2020 was to facilitate the delivery of such outcomes while reflect the local needs as well. The two expected action lines are presented in the following table:

Table 45: Action lines of the EIT RIS Guidance note 2018-20

Action line	Description of activities
Action line I: Engage local players in KIC activities	Specific activities may include: • Education: setting up EIT RIS scholarship programmes for KIC's educational programmes, developing internship programmes for graduates in EIT RIS eligible countries and regions in the accordance with the KTI model (e.g., in business) etc. • Entrepreneurship: e.g., establishing partnerships with local business and innovation hubs and supporting start-up creation etc. • Innovation and Research: involving local start-ups in technology and know-how transfer, involve researchers from the EIT RIS eligible countries and regions in KIC innovation projects KIC and EIT RIS participants should seek other sources of funding and be selected in a transparent manner. All activities should receive broad publicity at local level by, e.g., raising awareness of the EIT Community brand and its KTI model.
Action line II: Mobilize, interlink and internationalize national / regional networks	KICs should work with KT stakeholders at national level to raise awareness and share best practices from the KTI model to achieve fully-fledged KTI-based innovation eco-systems. KICs must establish collaborations with local entities functioning as EIT Hubs. These will ensure the active involvement of local KT actors and provide expertise to the relevant national, regional and local authorities. Other existing information channels, offices, platforms and key experts should be leveraged as well to ensure efficient exchange of information and best practices, explore synergies and further promote the visibility of the EIT Community. Specific activities may include stakeholder events, joint projects and pilots with all three sides of the local KT, as well as policy papers, etc.

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[84] European innovation scoreboard | European Commission (europa.eu)

It is important to note that KICs were expected to set up specific EIT RIS KPIs to monitor progress across both above-mentioned action lines, including:

- number of ventures from the EIT RIS countries supported by the KIC
- number of students from the EIT RIS countries
- new collaborations (projects, initiatives, programmes) between KT actors[85]
- number of entities from the EIT RIS countries joining the KICs as partners in accordance with the EIT RIS Strategies

Additionally, the RIS Guidance note 2018-2020 envisaged increasing the visibility of the EIT RIS and raising awareness and interest among relevant stakeholders (e.g., via a dedicated EIT RIS section on the KIC's website, dissemination of information material, organizing joint awareness days, workshops and events), as well as close collaboration between the KIC and EIT in the EIT RIS implementation, including a bi-annual brief activity update. A special focus was placed on leveraging synergies and efficiency gains for RIS eligible countries and regions through their Smart Specialization Strategies (S3), matched with the KIC's focus areas.

RIS Implementation Framework (2022-2027)

The RIS Implementation Framework (2022-2027) made the EIT RIS an integral part of the EIT KIC's annual strategy. Its expected impact is to strengthen the national and regional innovation eco-systems of countries and regions that are moderate and modest innovators, plus the EU Outermost Regions, via the dissemination of the KTI approach. The specific KICs' activities should deliver on the following objectives:

- improve the innovation capacities of the local ecosystem via capacity building activities and closer interactions between the local KT innovation actors and their activities
- attract and facilitate the integration of potential new partners in the EIT KICs and link local innovation ecosystems to pan-European innovation ecosystems, including through the establishment of Regional Innovation Hubs and RIS Hubs[86], as part of a "place-based"[87] innovation approach
- create a bridge towards relevant RIS3s[88]
- leverage additional private and public funding, with particular attention to ESIF

The impact of the EIT KIC activities supported through the EIT RIS should be measured by, among others:

- number of organizations from EIT RIS countries and regions joining the EIT KICs' activities
- number of universities from the EIT RIS countries and regions taking part in EIT Label programmes
- number of start-ups and SMEs from the EIT RIS countries and regions supported in the KIC's mainstream accelerators
- number of innovation, education and business creation projects implemented in EIT RIS countries and regions and their impact

The EIT Impact Framework also includes four EIT RIS-specific indicators, namely:

E.g. internship programmes, innovation projects, educational programmes designed by HEI and the industry, acceleration programmes financed by other than the EIT funding replicating the elements of the KIC KTI approach etc.

[86] Each EIT KIC should aim to have, on average, 10 RIS Hubs established by 2027, with the aim of ensuring better geographical spread.

[87] EIT RIS countries and regions do not form a single unified region but rather a collection of countries and regions with different ecosystems and needs.

[88] Research and Innovation Smart Specialisation Strategies

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- number of organizations from RIS countries that attracted funding from ESIF (in line with 3S) with support from KICs and the amount of funding attracted
- number of new CLCs and RIS Hubs established in RIS countries and regions
- number of new and established KIC Partners from RIS countries and regions
- share of indicated innovation and business ecosystems that cover RIS countries and regions

The RIS Implementation Framework (2022-2027) is also specific about the level of KICs' impact delivered in EIT RIS eligible countries and regions when following the above-mentioned goals by 2027, and this should amount to a minimum total of 15% of the KICs' aggregated KPI targets. Also, each EIT KIC should aim to have on average 10 RIS Hubs established during the same period. To meet the goals, KICs are still free to design the best-fitting approach, however, they should act in accordance with the Union's recovery plan, the European Green Deal, the Union Industrial Strategy and the UN Sustainable Goals. Their inclusive and open approach should especially be targeted towards regions without an EIT KIC CLC. Overall, the implementation of the EIT RIS needs to be accompanied by securing gender balance, seeking and exploiting synergies (particularly with RIS3 and ESIF), increasing visibility, raising awareness, shared learning and collaboration in the EIT Community. The capacity building activities should also ensure complementarity with the new EIT initiative to support the entrepreneurial and innovation capacity in higher education – through pilot actions commencing in 2021. The stock-taking of the RIS Implementation Framework actual implementation should occur annually and be performed with support from the EIT RIS Advisory Group to be established in 2022.

Since 2016, EIT Health has been strongly focused on building linkages with RIS eligible countries and regions. Earlier assessments in this area showed that already in 2016, EIT Health progressed considerably with the leadership of InnoStars – functioning as a separate entity. InnoStars members' local network safeguarded EIT Health a facilitated access to the RIS eligible countries and regions, also through the organisation of Awareness rising days. Potential for InnoStars' more active involvement was nevertheless identified in the EIT Health EDUCATION programmes to help integrate the full KT and a more notable involvement of CLCs was also missing to fully benefit from EIT Health activities. EIT Health, however, had a strong starting point, with their "Knowledge Transfer" project considered as a best practice in enhancing the EIT Health Accelerator and EDUCATION (Campus) programmes.

Likewise, Business Competition and Internship was successful in meeting the first Business Plan targets, which was demonstrated by ca. 80 start-ups and SMEs from RIS eligible countries and regions participating in RIS business plan competition and other EIT Health Accelerator programmes. These collaborations also led to significant synergies between the KAVAs and KCA, helping to strengthen the KTI. As such, EIT RIS was considered fundamental to the correct implementation of the Business plan around the Entrepreneurship pillar, where alignment with InnoStars led to the recruitment of start-ups and SME companies to the Business Creation Acceleration programmes, reaching experts, coaches and market representatives.

In the following period, EIT Health managed to achieve a large geographical coverage of RIS eligible countries and regions where extensive communication activities raised awareness of key stakeholders. This was later reflected in an increased number of applicants in education and business creation programmes. Moreover, RIS eligible countries and regions have been one of the crucial participants in the working groups to develop new PhD and master's programmes and their curricula, although it has remained unclear whether this was a result of a deliberate scouting or rather an ad hoc selection process. EIT Health has performed well in terms of attracting regional cluster partners (relevant players from industry/academia/healthcare providers) and interlinking them with other subjects across European borders (e.g., with healthcare professionals, entrepreneurs, citizens), while offering them new collaboration opportunities and shared resources. A major shortcoming was, however, recognized in the depth of the communication efforts as many possible RIS partners were unable to decide whether to join EIT Health due to their differing understanding about the KIC's goals and operations. At present, there are 12 RIS Hubs (and one more is under establishment) under EIT Health as its local representatives functioning as well-embedded organizations with extensive networks and access to the local stakeholders. Moreover, 4 countries (Hungary, Italy, Poland and Portugal) fall under EIT Health InnoStars.

The activities performed in the RIS eligible countries and regions eventually contributed to a fairly solid KTI[89], demonstrating high-quality work of the involved EIT Health employees and partners, which is remarkable especially in light of the COVID-19 period[90]. The only part of the KTI that would require stronger attention in the upcoming years is Education as a higher number of academic innovators could be involved. For further integration of RIS partners and building up the innovation capacity in the RIS eligible countries and regions, new calls (e.g., RIS Innovation Discovery)[91] and programmes will be introduced in 2021-2022. With regards to CLCs, these have been important in enabling regular meetings to discuss partner opportunities. A significant achievement was recorded in the Business Creation programme between 2019 and 2021, as there was an increase in the number of start-ups participating by almost 180%. Another successful milestone occurred when more than 300 start-ups were supported (accelerated) via skill and talent development or simply by bringing together KTI actors in innovation projects and capacity building activities. While striving to adhere to the principle of gender balance, EIT Health introduced programmes for female entrepreneurs, such as WeHealth Woman Entrepreneurship Course. To make sure that EIT Health RIS activities are relevant for regional characteristics, EIT Health has run surveys and interviews with corporate partners, as well as organized forums to understand the future workforce needs to provide tailor-made solutions. Generally, a continuous conversation with all stakeholders from relevant innovation ecosystems is maintained with the intelligent specialisation strategies and their specific priorities viewed as a starting point for cooperation.

Yet, a look at the Business Plan 2021-2022 indicates decreased ambitions regarding the planned creation of new businesses as compared to the previous years (e.g., no start-ups created as a result of innovation projects in the RIS eligible countries and regions), as well as a rather low business support provided to the RIS eligible countries and regions. The KICs have delivered EIT RIS activities and achieved results within the scope of their EIT RIS Strategies. Any deviations are duly justified and having led to maximizing results" indicator.

In conclusion, the KIC RIS activities have been aligned with the relevant strategies, as all were supposed to contribute to achieving the targets of the Action Line I and II, as well as other accompanying goals, i.e. a better collaboration with and integration of RIS eligible countries and regions into the EIT Health KT. The extent to which this was impactful and leading to tangible results is discussed in the following indicator.

10.1.3 The KICs have delivered EIT RIS activities and achieved results within the scope of their EIT RIS Strategies. Any deviations are duly justified and having led to maximized results.

In continuation of the evaluation of the previous indicator, EIT Health has been fairly successful in the KTI, while engaging a variety of relevant regional partners/players, and thus increasing its visibility in the RIS eligible countries and regions. All collaborating stakeholders have been selected by excellence through competitive funding. The number of RIS partners, possibly also the academic ones, however, might have been negatively impacted by the lack of information on the KIC's goals and operations, pointing to a sub-optimal depth of the communication activities in the RIS eligible countries and regions.[92] Yet, as confirmed through an interview with relevant EIT Health employees[93] and data provided by EIT Health, the KIC has been generally successful in increasing the innovation capacity of the countries and regions that are modest and moderate innovators. Regional knowledge transfer has been in the EIT Health focus especially through

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[89] Among others, the RIS programme runs the so-called RIS Innovation Call to select and support proof-of-concept phase innovation projects where the collaboration of local KT actors is boosted. These actors then work on specific health innovations.

[90] EIT Health has been collaborating with the most developed regions (e.g., partners from the Oxford University, Delft, Erlangen visits and cooperation, Israel etc.) to secure knowledge-sharing and other relevant activities in the RIS regions. As a response to the COVID-19 pandemic, EIT Health launched a Start-up Rescue Instrument, awarding a total of EUR 5.5 million in co-investment to help companies maintain business continuity.

[91] With the RIS Innovation Call, the RIS programme succeeded to integrate 39 consortia, altogether 108 non-KIC partners into the KIC activities (2019-2021).

[92] And this despite the fact that the KIC's PR and marketing activities had over 30 million estimated total reach in the RIS 13 countries.

[93] Managing Director, EIT Health InnoStars and EIT Health InnoStars RIS Director

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the activities of the EIT Health Accelerator and EDUCATION (Campus) programmes, as well as through the collaborations initiated with strong innovators (e.g., Oxford University and Israel).

A great deal of the activities towards an increased EIT Community's visibility have been done by EIT RIS Hubs. These also helped to raise awareness and inform about cooperation opportunities for local players, as well as facilitated the engagement of new participants in EIT KIC activities. The creation of RIS Hubs was successful with the current number of 12 hubs in total with additional Hubs in the pipeline, meaning that EIT Health has already met the goal of having on average 10 RIS Hubs by 2027.

Since great emphasis is placed on the diversification of revenue sources in the EIT RIS Strategies, EIT Health InnoStars has submitted or developed 16 project proposals in programmes and initiatives such as Horizon Europe, Erasmus+ and Interreg funds. As a consortium leader in 3 EDIHs – European Digital Hubs (Portugal, Italy and Poland), EIT Health InnoStars increased its chances of integrating further funding. In terms of the potential for creating synergies, EIT Health has been participating in cross-KIC initiatives (the cross-KIC RIS Working Group and joint projects e.g., EIT Jumpstarter, Joint Innovation Incubators and Regional Executive Academy). EIT Jumpstarter is winner of two European Awards for Excellence, trained 555 European validated deeptech project teams and engaged 150 stakeholders from local and regional authorities through joint programmes in the Cross-KIC RIS.

The KIC engaged stakeholders outside the KIC partnership in the sphere of innovation and entrepreneurship and helped to strengthen the local ecosystems in the EIT RIS by upskilling university-based incubators and more.

Although EIT Health has been reporting all EIT KPIs, a stronger tracking of the progress of the EIT RIS implementation by EIT has been lacking. EIT has taken steps to address the shortcoming and for the 2021-2027 period, the evaluation of achievements under the Action Line seems to be well ensured. To illustrate, the actual target and achieved values via KPIs in the 2017-2020 period are presented in the following table:

Table 46: EIT CORE KPIs 2017-2020

EIT Core KPI	Target value[94]	Achieved value[95]	Target value	Achieved value	Target value	Achieved value	Target value	Achieved value
	2017		2018		2019		2020[96]	
# External participants in EIT RIS programmes *Signed agreements with KICs or equivalent / stipends	5	7	159	112	1408	675	920	1302
# External participants (individuals) in	NA	0	106	112	1360	662	900	1206

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[94] BP2017 Amendment

[95] Grant Reporting validated

[96] The KPI values in 2020 were not validated at the time of their submission by EIT Health.

EIT Core KPI	Target value[94]	Achieved value[95]	Target value	Achieved value	Target value	Achieved value	Target value	Achieved value
EIT RIS programmes								
# External participants (organisations) in EIT RIS programmes	NA	7	53	0	48	13	20	96

Source: Business Plans and Grant Reporting. Verified with EIT and the KIC.

As seen in Table 47, the number of external participants in EIT RIS activities was constantly growing, although not always reaching the set target values in the period of 2017-2020. A breakthrough was recorded in 2020, with the number of external participants at ca. 140% of the target value. While the number of external participating organizations was rather low during the past 7 years, the latest data shows that this was ultimately almost 5 times more than value set for 2020. Additionally, a comprehensive view of a larger set of KPIs planned to be monitored from 2021 onwards is included in the following table:

Table 47: EIT Core KPIs 2021 (RIS)

EIT Core KPI	Target value
EITHE03.2-EITRIS – KIC Supported Start-ups/Scale-ups	48
EITHE04.2-EITRIS – Start-ups created of/for innovation	6
EITHE05.2-EITRIS – Start-ups created of EIT labelled MSc/PhD programmes	3
EITHE06.2-EITRIS – Investment attracted by KIC supported start-ups/scale-ups	47,430,000

Source: EIT Health Core KPIs shared by EIT

In comparison with other EIT core KPIs in 2021, the expected level of the KIC's impact delivered in EIT RIS eligible countries and regions will comply with the principle of a minimum total of 15% of the KIC's aggregated KPI targets in the relevant area only in case of EITHE05.2-EITRIS – Start-ups created of EIT labelled MSc/PhD programmes (1 RIS start-ups vs. 4 start-ups in general) and EITHE06.2-EITRIS – Investment attracted by KIC supported start-ups/scale-ups (EUR 22,6 mil. under EIT RIS vs. EUR 151 mil. in general). On the other hand, the target value of start-ups created of/for innovation under EITHE06.2-EITRIS remains without any quantitative goals to aim at.

As discussed under the RIS-related indicator above, the Business plan 2021-2022 indicates a decreased ambition in some of its goals as compared to the previous years. Also, the Business plan lacks the description of KIC's planned activities' specific contribution to the target group. Neither is any elaboration on the main synergies with S3 included, the way coordination and consolidation of EIT RIS Hubs is managed at the Community level, nor alignment to the EIT Regional Innovation Scheme 2021-2027. The previous assessments of the Business plan 2021-2022 continue naming further areas, where improvements are needed, such as:

- facilitating the organizational efficiency and better alignment between the KIC LE, RIS Hubs and InnoStars

- elaboration and alignment on a long-term strategy aimed at the creation of financially sustainable RIS Hubs, with their contribution to the financial sustainability of EIT Health
- clearer definition of the geographical coverage of the RIS-intended activities
- better links between the RIS Hubs' activities and their expected contribution to the impact performance indicators (esp. the expected investment attracted by KIC supported EIT RIS start/ups/scale-ups)
- reviewing whether one KAVA – Business Competition and Internship can comply with the EIT RIS all ambitions

Finally, the EIT Health activities in the EIT RIS eligible geographical area have contributed to reaching expected results within the scope of EIT RIS Strategies. The possibility to measure the extent to which this was done is, nevertheless, very limited due to the lack of quantitative KPIs and their target values being in place in the relevant assessment period. This is also further exacerbated by the voluntariness on which these activities were based before the RIS Implementation Framework (2022-2027) came into force. EIT Health achieved positive results in terms of the KTI, engaging a wide range of regional innovators – especially in the RIS eligible countries and regions (with moderate and modest innovation players) and building 12 fully operating RIS Hubs, among others. There have been a number of successful activities performed such as Jumpstarter, Innovation Days hackathons, HelloAI RIS etc. Yet, more specific targets and activities were expected to be presented in Business Plan 2021-2022, which was not entirely the case. Neither the Business plan's lower ambitions, nor the details about KAVAs have been thoroughly justified or explained. Overall, however, no deviations from the RIS Guidance Note have been found.

Regarding the diversification of resources, stronger attention should be paid to the possibilities of the use of ESIF and possibly other EU / National / regional funds (although some synergies with ESIF and 3S have been exploited through InnoStars as discussed in the following chapter). Also, where relevant, enhanced efforts should be made to seek linkages between the EIT RIS activities and other relevant EU, national and international initiatives/programmes, e.g. the Union's recovery plan, the European Green Deal, the Union Industrial Strategy and the UN Sustainable Goals (as stated in the EIT RIS Strategies)[97].

On the other hand, achieving positive results in the EIT RIS area was according to the EIT Health employees not an easy task as the KIC had to face a lot of challenges in the RIS eligible countries and regions. Some of the most crucial challenges include the necessity to introduce a more entrepreneurial mindset to the regional actors, strengthen the local investors' landscape, deal with missing intellectual property and business role models, as well as to fix the lack of trust – areas that require a long-term approach to be entirely overcome. To further attract start-ups from RIS eligible countries and regions, EIT Health will need to actively work on reinforcing its local/regional presence and a wider dissemination of success stories will be needed to further strength the EIT Health brand.

12.2 Financial framework and budget

RIS activities are being funded by the EIT Health budget, through a designated annual budget. As the activity portfolio and the role of EIT Health RIS has started to grow, similarly a steady growth in annual RIS budget allocation can be witnessed. According to InnoStars representatives, in emerging regions there is a strong need of early-stage innovation financing, meaning that start-ups shall be supported until they become investment-ready. Start-ups in Emerging Europe – the majority is coming from small-sized home markets – need help in internationalisation to scale up and scale-out. This means, that there is limited revenue generating possibility within the Regional Innovation Scheme, thus such activities are continuously needing more financial resources from EIT Health.

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[97] EIT RIS Guidance note 2018-2020 and RIS Implementation Framework (20212022-2027)

Table 48: RIS budget allocation

	2017	2018	2019	2020
RIS budget allocation	EUR 684,698	EUR 3,055,404	EUR 4,961,924	EUR 5,290,903

Source: Reported EIT co-funded KAVA, according to the database received from EIT.

12.3 Strengths and weaknesses, recommendations

The following table indicates some of the most significant strengths in the KIC Regional Innovation Scheme:

Strengths
Openness for cross-KIC cooperation in the EIT RIS activities (it also leads the cross KIC activity).
Expanding the EIT Jumpstarter project by including EIT Urban Mobility, EIT Manufacturing and EIT InnoEnergy in addition to the EIT RawMaterials and EIT Food. The programme received the European Associations Award 2019 for the Best Training Programme and the Emerging Europe award in the Young Empowerment Initiative category in 2020.
Designating 12 EIT hubs, who have become KIC partners, and thus fulfilling one of RIS Implementation Framework (2022-2027) principal goals.
Launching a successful innovation project call for the EIT Hubs and their local collaborating organisations in 2019 and **2020, integrating dozens of consortia and non-KIC partners**.
Strong position of InnoStars in reaching RIS eligible countries and regions RIS to reinforce new ideas, talents and capacities, as well as improve access to innovation infrastructures funded by the Regional Innovation Fund.
Clear EIT RIS contribution to KTI and Financial sustainability of KIC in Business plan 2021-2022.
Quick response to the disruptions of the COVID-19 pandemic and awarding start-ups EUR 5.5 million to support their business continuity.
EIT Health has successfully implemented the RIS initiatives and managed to create 12 RIS HUBS within Europe with a strong partnership.
There is a strong network of regional, national and international innovation and research actors.
InnoStars is very effective and successful in knowledge transfer activities, and in creating collaborations and links between RIS partners and non-RIS partners.

The following table summarizes identified weaknesses and addresses them with relevant recommendations:

Weaknesses	Recommendations
There is still room for strengthening Education in the EIT RIS activities.[98]	Make sure that possible partners understand the KIC's goals and can access and navigate through the portfolio of activities offered in the RIS eligible countries and regions. At the same time, find ways to channel RIS institutions into the KIC's non-RIS portfolio. Create and spread success stories of previous successful collaboration with high educational institutions and/or research institutes (both from the RIS and non-RIS eligible countries and regions) and spread these in the RIS eligible geographical area. Evaluate (e.g., run a survey) on the added value / impact brought abought by the educational activities to the target group. Ensure that the original needs of universities and/or university-related organisations are met via their participation in the KIC's RIS activities. Continually implement useful changes coming from the feedback received.
Lacking synergies with ESIF and other funds.	Further diversify the financial resources for the RIS activities through enhanced efforts to seek possible synergies with other funding programmes, including ESIF. Start a dialogue with local actors on their business, development, innovation and learning plans to see where funding is necessary. Select and prioritise RIS activities eligible for the ESIF and other national / regional funding. Share best-practices with other KICs on how to leverage ESIF to create impact in the RIS eligible regions and countries. Ensure that a person/team actively and continuously looks for funding opportunities, also through contacting the relevant information points/offices.
Insufficient synergies built with other national/European/international initiatives and programmes.	Share best-practices with other KICs on where further synergies can be built. Capitalize on the current digital trends and apply for funding to introduce new digital health solutions.

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[98] As also highlighted in the Multiannual dashboard 2021, II. and III. wave.

Weaknesses	Recommendations
	Further focus on innovative solutions/projects whose concrete tangible outcomes could accelerate and/or increase the contribution to the global objectives, e.g., UN Sustainable Goals but also Union's recovery plan, the European Green Deal, the Union Industrial Strategy.
The presence of the KIC is low in some RIS countries.	Increase activity in less covered regions. (e.g., Czech Republic).

13. Synergies, Complementarities & Cross-KIC collaboration

Related to this chapter the following criteria and indicators are assessed:

Table 49: Overview of applied assessment criteria and relevant indicators – Synergies, Complementarities and Cross-KIC collaborations

Assessment Criteria	Relevant Indicators
KIC's efforts to coordinate their activities with other relevant research and innovation initiatives	The KIC has achieved the concrete synergies and complementarities described in the original proposal and Strategic Agenda
	Number of synergies with other relevant education, research and innovation initiatives in the same area of the societal challenge at national, EU and global level

In its original proposal, EIT Health plans to leverage on the extensive links already established with key initiatives (many of which were part of Horizon 2020) through their partners and InnoStars. These should help actively promote EIT Health projects and activities. Apart from that, EIT Health also aims at coordinating with EU initiatives and funding programmes to ensure maximum synergy and, where possible, identify co-funding (KCA) opportunities for EIT Health partners. Furthermore, EIT Health should foster interaction with pre-existing KICs in order to draw on best practices.

Table 50: Synergies with other European and international initiatives (Original proposal)

	Initiative	Synergies & Interactions
Challenge 1 – Healthy Living	1.JPI "A Healthy Diet for a Healthy Life"	To coordinate on R&D agendas to avoid potential overlap and double funding on a national level and realize synergies
	2.KIC ICT Labs	To develop ICT related concepts for health and well-being
Challenge 2 –Active Ageing	3. Joint Programme on Ambient Assisted Living (AAL)	To avoid duplication of efforts and to build on best practice
	4.JPI "Alzheimer's and other neurodegenerative diseases"	To coordinate R&D agendas to avoid potential overlap and double funding on a national level and realize synergies
Challenge 3 – Healthcare Systems	5.Innovative Medicines Initiative 2 (IMI2)	To contribute with activities performed in IMI as KCA or KAVA to InnoLife as appropriate, take up IMI results and bring them to market
	6.European Technology Platform on Nanomedicine	In a MOU with EFPIA InnoLife commit to link to and foster selected IMI Drug Discovery and Development projects

Initiative		Synergies & Interactions
	7.JPI "Antimicrobial Resistance"	To coordinate actors/activities on the R&D level, gain access to innovative approaches and promote InnoLife to SMEs
Innovation Barriers x	8.European Innovation Partnership on Active and Healthy Ageing (EIP AHA)	To support the strategic implementation plan of EIP AHA and to make use of EIPs efforts in removing political and organizational implementation barriers and to foster uptake of solutions
Education & Talents	9.Knowledge alliances programme of the Education, Audiovisual and Culture Executive Agency	To learn from best practice in result-driven collaborations between higher education and business and coordinate educational activities
	10. International Alliance of Research Universities (IARU)	To leverage international expertise and share best practices
	11.IMI Education &Training programmes SafeSciMET and Pharmatrain	To learn from and contribute to good examples of integration and collaboration across European universities
Data	12.European Research Infrastructures (ESFRI) a) ELIXIR b) BBMRI	To cooperate on the use of large amounts of biological data and contribute to and use patient samples from biobanks
	13.International Cancer Genome Consortium	To share and exchange cancer-related data and make them accessible to researchers and end-users and create value
Dissemination	14.WHO and the OECD	To leverage the global reach, identify synergies and ensure dissemination and uptake of InnoLife results
	15.European Network of Living Labs (EnoLL)	To ensure the global reach of InnoLife activities

Source: Original Proposal

The original proposal also includes additional details on six co-location centres across Europe (in London, Stockholm, Barcelona, Paris, Heidelberg and Rotterdam), which being defined as high innovation performers, have already entered several collaborative partnerships with reference regions in the European Innovation Partnerships on Active and Healthy Ageing (hereinafter "EIP AHA"). The original plan intends therefore to capitalize on their geographical and/or functional proximity when creating stimulating innovation eco-systems. The original proposal further states that "strong collaborations between many partners already exist (at the time of the original proposal's submission) and these were broadened and deepened during the preparatory phase of this submission". The combined core competencies of the whole consortium should thus contribute to the five main dimensions of EIT Health synergies/complementarities: education, research and development, business creation, data and dissemination, as well as social innovation.

In the Strategic Agenda 2016-2022, EIT Health restates the necessity to promote cooperation with the existing EU initiatives and funding programmes seeking to simplify, advocate and leverage their activities and environment. Maximum benefit is expected to be

ensured by exploiting synergies and avoiding the duplication of activities. These collaborations were planned to contribute with knowledge, infrastructure, test beds, external project partners, or co-funding (KCA) opportunities for EIT Health partners. It is in the annual business plans that EIT Health indicates which activities will be executed to build on the identified synergies. The Strategic Agenda 2016-2022 thus assumes the achievement of the following synergies /complementarities:

Table 51: Innovation and synergies as defined in the Strategic Agenda 2016-2022[99]

Initiative	Synergies & Interactions
Horizon 2020 (incl. the Widening Participation – WIDESPREAD programmes)	In the medium term, the main goal is to ensure the continuous exchange on the strategic agendas and working programmes with relevant EC DGs, such as DG Research, DG Connect and DG Sanco. The InnoStars network will set a good example in the interconnectivity of H2020 and ESIF funds. A significant number of EIT Health universities and other partners are active in the Teaming (Phase 1), ERA Chairs and Twinning projects as well. Synergies could lead to harmonized research programmes, joint KPIs, added KCA, eliminating parallel research. We will look for partnerships where the two programmes yield significant synergies. WIDEPSREAD partners could harmonize their research agenda with EIT Health in exchange for strengthening their application for the next phase through EIT Health ties. Multiple initiatives such as EIP AHA and the Innovative Medicines Initiative (IMI) can provide immediate benefit for 2016.
Erasmus+ and ERA Chairs	EIT Health strives to involve the best students, PhDs, entrepreneurs, innovation talents and prepare them for intra-/entrepreneurship and build an active alumni network. EIT Health will develop project proposals complementary to its own funded projects and prepare teams of partners for successful applications. EIT Health will offer the opportunity to gain practical skills and experiences in a real entrepreneurial environment, providing an excellent basis for Erasmus mobility programmes. ERASMUS+ can rely on the excellence and wide network of innovative KIC partners which ensures high-quality, needs-driven innovative approaches and fosters wider impact in education reaching out to different programmes and partner countries.
European Structural and Investment Funds (ESIF)	The InnoStars network will set a good example in the interconnectivity of Horizon 2020 and ESIF fund. InnoStars Regions will provide innovation infrastructure, funded by the ESIF investments and made available for use by EIT Health. Participation in EIT Health allows regions to attract additional investment to new 2014-2020 convergence projects.
European Innovation Partnership	The goal is to generate cooperation between EIT Health PROJECTS and EIP Health Reference Sites through common partners. During the development of the 2017 project calls, we will strive to harmonize the capacities and thematic focuses of the two

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[99] In the next 7 years, the KIC is planning to build/further continue with synergies with multiple initiatives, e.g. IHI, EU4Health, as well as to coordinate with high-level EC officials (DG EAC, SANTE, RTD GROW).

Initiative	Synergies & Interactions
on Active and Healthy Ageing (EIP AHA)	organizations. EIT Health will benefit from faster market introduction, KPI synergies and access to KCA.
Innovative Medicine Initiative 2 (IMI2)	Potential users, nurses, doctors, patients, regulators need new tools to enable a seamless service/product launch and a quick market uptake. IMI can contribute to this with its highly regarded and extensive educational programmes. Closer relationships will be established through pre-existing communication channels consisting of common members.
WHO and OECD	For the outcome and performance measurement, EIT Health will take into account the framework of international organizations.

Source: Strategic Agenda 2016-2022

The relation between initiatives/programmes and societal challenges and KIT areas dealt with by EIT Health outlined in the Strategic Agenda 2016-2022 is detailed in the following table:

Table 52: Relation between initiatives / programmes and EIT Health priority areas

Initiative / Programme	H2020 DG Research and DG Connect projects	Erasmus +	ESIF	H2020 Widespread programmes	H2020 Sme Initiative and COSME cluster programmes	EIP AHA	IMI2	Other EIT KIC projects (e.g. ICT Digital)
Challenge 1 – Healthy Living	X			X		X		
Challenge 2 – Active Ageing	X			X		X		
Challenge 3 – Healthcare Systems	X			X		X		
Innovation Barriers			X		X	X	X	X
Education & Talents		X	X				X	X
Business Creation			X		X	X		X

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13.1 Activities and results

The KIC is among the most active in the cross-KIC area, leading one of the cross-KIC cluster. In 2020 alone, the KIC participated in 8 cross-KIC collaborations and actively continues to expand them further. Some of them include:

- Cross-KIC Activities to Increase RIS Efficiency (from 2022: Cross-KIC Strategic Regional Innovations)
- Cross-KIC Circular Economy in the Western-Balkans (from 2022: Cross-KIC Strategic Regional Innovations)
- Cross-KIC Common Outreach (from 2022: Cross-KIC Global Outreach)
- Cross-KIC CLC Consolidation
- Cross-KIC RIS
- Cross-KIC Food for Health (EIT Food and EIT Health) etc.

11.1.1 The KIC has achieved the concrete synergies and complementarities described in the original proposal and Strategic Agenda

Overall, EIT Health assumes synergies and complementarities in the fields of:

- **societal challenges**
- **innovation barriers**
- **education and talents**
- **business creation**
- **data and dissemination**

Based on the background materials, as well as results of the EIT Health previous evaluations provided by its management, it is evident that EIT Health has been actively searching for possible synergies already in the first years of its operations. As early as in 2016, strong effort has been made to establish links and network towards key stakeholders in Brussels, including some of the crucial policy makers and other relevant European initiatives in the health sector, and other KICs. To illustrate, systematic meetings were organized with the Innovative Medicines Initiative (hereinafter "IMI"), EIP-AHA, the Joint Research Centre (hereinafter "JRC") and other relevant policy departments of the European Commission (also known as Directorates-General, hereinafter "DGs"). It was, however, only after the establishment of the EIT Health Strategic Advisory Bord (with General Directors of DG CNECT, DG SANTE, DG RTD, DG EAC and the KIC CEO) that the focus areas and a priority list of potential synergies across initiatives were agreed upon. Still, the assessment of the EIT Health Business plan 2016 pointed to several deficiencies regarding the creation of synergies and complementarities. This was mainly due to the fact that although other EU initiatives and programmes were mentioned in the Business Plan, the criteria for synergy with other European and international initiatives lacked the necessary detail, e.g., the roles and missions of industry partners in EDUCATION activities were undefined. The general approach also placed lower emphasis on the involvement of citizens and if their integration in the projects was expected, this was only in the role of receptors (without any ownership), while few adherence checks, monitoring and/or motivational tools directed towards these citizens were put in place. Moreover, some of the key healthcare players were missing in this overall approach including other major large enterprises, public health organizations, governmental health authorities, social and prevention institutes, major funds granting directors, the European Public Health Association, as a sound multi-stakeholder EU knowledge network, patient organizations, NGO's etc. This was despite EIT Health indicating strong networks with health and social care providers, insurance companies, affiliated clusters etc. in the original proposal. On the other hand, cross linking of the domains, interdisciplinary teams and the quadruple helix concept were all evaluated positively at that time, all contributing to the Union's value added via the KT integration.

In the following years of its operations, EIT Health has been further building upon and continuously expanding the synergies and complementarities established earlier, as described in the original proposal and Strategic Agenda 2019-2022, while the KCA concept has been encouraging the

EIT Health partners to search for and realize synergies (particularly with other Horizon 2020 / Horizon Europe and worldwide. Being in line with Horizon 2020 was crucial for EIT Health activities and this could also be seen through the monitoring of KPIs related to the Horizon 2020 programme (see more in the relevant sub-chapter in KIC Governance, KIC Partnership, Processes). There has been evidence of building beneficial collaborations between EIT Health and other synergic external programmes, relevant DGs and other KICs, in particular after the set-up of the Strategic Advisory Board. Additionally, the previously lacking healthcare stakeholders' involvement in EIT Health activities was deftly offset, also through the introduction of the Think Tank in 2018 that helped develop a dialogue between healthcare providers and payers across regions, hospitals and insurances on the one hand and scientists and innovators providing potential solutions on the other. Other highly successful patient-engaging schemes/programmes have been EIT Health Bootcamps and the IMI programme.[100]

With regards to the cross-KIC and cross-CLC collaboration supported also through dedicated calls (pilot calls were launched in 2017), these types of collaboration were fundamental to enhance the sharing of best practices and strengthen a well-functioning KT. This proved to be especially relevant in the beginning of the EIT Health operations as the KIC had a unique chance to learn from other KICs' previous experience and adopt the best practices. Resulting from the effort to improve EIT RIS efficiency via the creation of a joint repository of good practices collected from different KICs, a better coordination among the KICs was achieved. This spurred joint learning and knowledge creation. Further achievements have been made as a result of a joint communication of all KICs in the framework of Cross-KIC activities.

A more directed view of the priority areas where EIT Health assumed synergies/complementarities is outlined in the following five sub-sections:

Societal challenges

- **Challenge 1 – Healthy Living**

Gradually, the EIT Health projects have put stronger emphasis on engaging citizens as both the end-users of the solutions developed and project co-creators and/or implementers. However, more focus should be placed on involving citizens to co-create innovative health solutions, in particular at the level of individual activities. EIT Health has been active across all projects/initiatives aimed to tackle the Healthy Living societal challenge – through participating in Horizon 2020 and its individual initiatives (e.g., Widespread programmes, JPIs etc.), EIP AHA along with cross-KIC collaboration via designed working groups, e.g., on Child Obesity and Food for Health. These led to a strengthened collaboration and important synergies among KICs.

EIT Health has also made progress in the formation of connections with European civil society organizations, e.g., European Patients Forum and BioMed Alliance. Although this engagement is vital, a much broader scale of non-governmental organizations could be involved in the KIC's relevant activities in the future. The quality of their collaboration with the KIC, however, should not be compromised.

- **Challenge 2 – Active Ageing**

EIT Health and the EIP AHA both have an explicit need to address the health challenges brought about by the demographic change and ageing. Furthermore, Horizon 2020 projects also contribute to effectively dealing with the related societal challenges. As there is clear room for complementarity across diverse programmes/initiatives (also those related to overcoming innovation barriers), significant contributions to

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[100] Further activities of the KIC in terms of building synergies include an ongoing political monitoring, and landscape analysis to assess and track all potential opportunities for synergies and the proactive outreach to relevant entities such as - e.g., engagement with EFPIA to identify ways of working with IHI partnerships.

addressing the challenge of Active Aging has been achieved also via H2020 projects, which are described in the "Innovation barriers" section.

- **Challenge 3 – Healthcare Systems**

Similarly to the previous challenges, complementarities between EIT Health and individual programme/initiatives' objectives are evident. The challenge was partially addressed through research and innovation projects under H2020 and other programmes/initiatives, see the "Innovation barriers" section for further reference.[101] Additionally, the KIC has been involved in the Panorama of Biomanufacturing Ecosystems in Europe, which is an initiative of EIT Health, co-conducted with EIT Manufacturing and coordinated by the Council of European BioRegions (CEBR). Its objective is to explore the conditions conducive to the emergence, development and industrialisation of disruptive biomanufacturing technologies for advanced therapies or medical technologies in Europe.[102]

Innovation barriers

An important step towards the exploration and subsequent exploitation of synergies in the field of research and innovation was made by the establishment of the EIT Health Strategic Board with relevant General Directors. From its launch, the Board has had a clear goal of identifying synergies for increased impact while linking EIT Health innovation and implementation. During the whole assessed period, it started collaborations with several initiatives and organizations such as IMI, ICHOM, OECD, JRC, the European Research Council (ERC), the European Medicines Agency (EMA), the Stanford University, the Massachusetts Institute of Technology, as well as building a network with the European Digital Innovation Hubs. Furthermore, the joining of the EIC pilot with Common Support Action for 2020-2021 can be considered as a major step. Some of the collaborations occurred together with other KICs, e.g., through a Joint Call for innovation projects with EIT Digital. Thematic synergies and opportunities for consultation were covered by the EIT Health CEO, who has been a part of the H2020 Advisory Board.

On an operational level, links between H2020 funded projects and the EIT Health have been emphasised and in line with this, a goal was to test research outcomes from these projects through EIT Health Accelerator or Projects (bringing ideas to the market). Reaching this goal was additionally supported through multiple matchmaking events organized by CLCs that likewise aimed at identifying synergies between H2020 projects and the EIT Health activities, as well as activities done by EIT Health InnoStars helping to form a useful connection to ESIF and the smart specialization strategy of regions (through InnoStars regions' selection criteria). Since several EIT Health employees have been involved in the EIP AHA, there have been ongoing discussions about implementing activities in the field of innovation projects. Similar discussions occurred also with IMI. A crucial alignment of resources and capabilities with the intention to create collaborations around Europe and speed up the deployment and adoption of innovation solutions is expected through the Think Tank. Nevertheless, assessing how fruitful these were in providing tangible results would require the provision of a more detailed information. The data provided by EIT Health, however, clearly shows that at least four H2020 projects have been approved and received EU funding, while a project proposal has been submitted in more related projects/initiatives. The following table includes the main description of the four H2020 projects:

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[101] Also, through proactive planning around an engagement approach with the European partnerships on healthcare system transformation.
[102] More specifically, the reporters conducted interviews with representatives of these networks in the 18 European countries to better understand the opportunities and specificities in terms of education, research, innovation, investment, and regulatory/logistical frameworks.

Table 53: H2020 funded projects

EU Funding instrument	Name	Brief description	EIT Health role in the project
Horizon 2020	Securing Adoption of Personalised Health in Regions	Helping to structure the application of personalised medicine at regional level and contributing to the implementation and reach of the International Consortium on Personalised Medicine (ICPerMed) to develop its roadmap and Action Plan	Outreach to RIS eligible countries and regions and stakeholders Dissemination of project results
Horizon 2020-CSA	Innovation Networks for Scaling Active and Healthy Ageing	Engaging the existing and needed mechanisms to empower the EIP on AHA ecosystem and the cross-border scale-up of tested and ready-to-use applications towards healthcare	WP2 leader (Stakeholder engagement and Troubleshooting of AHA scaleup)
Horizon 2020-Interreg new	Companion diagnostics expedited for SMEs	Supporting Compagnion Diagnostic SMEs in form of access to Biobanks & pharma	Pharma Access
Horizon 2020	Hospital Smart development based on AI	Creating a Platform for AI & Robotics solutions in health care providers	Ecosystem Building

Source: H2020 project overview shared by the KIC

Education and talents

Besides the synergies identified in the original proposal and the Strategic Agenda 2016-2022, EIT Health joined the Pact for Skills initiative, a shared engagement model for skills development in Europe. The initiative's goal is to perform concrete action to upskill and reskill people in Europe in line with a fair and resilient recovery and deliver on the ambitions of the green and digital transitions and of the EU Industrial and SME Strategies. As a value added to EIT Health, networking, knowledge-sharing and access to information on relevant EU funding can be emphasized. Apart from that, EIT Health was active in the EIT alumni development together with EIT and engaged in seeking links between the KIC and structural funds and smart specialization strategy of regions through EIT Health InnoStars. The EIT Health partners also applied to Erasmus+ to be able to certify their educational programmes. Overall, the education portfolio was evaluated as demonstrating clear complementarities and synergies already in previous assessments.

Business creation

Like the education area, business creation was also supported through the linkage built between EIT and structural funds along with the smart specialization of regions. The testing of research outcomes through EIT Health Accelerator or Projects is also relevant here. Furthermore, the Venture Centre of Excellence can be considered as a flagship project. Thanks to the Memorandum of Understanding signed between EIT Health and the EIF, SMEs in RIS / InnoStars region can now get an easier access to the necessary funding for their business operations. EIT Health has also been aligned with the European Entrepreneurship Competence Framework – EntreComp to improve the entrepreneurial capacity of European citizens and organizations. Finally, we would again like to stress the importance of Memorandum of Understanding signed between EIT Health and the EIC providing a framework for collaboration to support innovations and entrepreneurship.

Data and dissemination

EIT Health launched the DISQOVER platform where more than a hundred relevant databases are integrated with EIT Health own project data. Therefore, new insights could be derived to stimulate synergies across the KICs. The platform is already in use and has been further enhanced as a part of continuous development. Moreover, a special team is dedicated to conduct analyses of the platform's data, including European Commission funded projects, equity deals, patents, clinical studies, publications etc.

To sum up, EIT Health has been highly active in searching for and exploiting possible synergies and complementarities during the whole period of its operations. It remains difficult to assess the real tangible impact of such collaborations without specific and quantifiable goals and indicators in place but due to the programmes/initiatives' relevance for the EIT Health impact areas, it can be assumed that these were beneficial both on societal and business/innovation levels. In addition, EIT Health is aware of possible collaboration in the future (e.g., through Horizon Europe).

11.1.2 Number of synergies with other relevant education, research and innovation initiatives in the same area of the societal challenge at national, EU and global level

As no target values were set with regards to the number of synergies that EIT Health expected to create, nor how these should eventually be measured, it is only possible to analyse the responses of the sample of supported ventures received through the survey. Here, the supported ventures were asked about EU and/or national initiatives/programmes that they applied to, received funding from or contributed to through their activities with EIT Health. In the most cases, EIT Health initiatives (53%), Horizon 2020/Horizon Europe, including JPI, Widespread programmes etc., (41%) and national initiatives (26%) were named. As far as the EIT Health own initiatives are concerned, the respondents stated they were particularly involved in EIT Health Headstart and EIT Health Catapult programmes. See Figure 18 for further reference. In spite of a fairly large participation of the supported ventures in the Horizon 2020 programme, a comment was made in the survey on the need for a better alignment between the EIT Health strategy and the Horizon 2020 programmes.

Figure 18: Initiatives / programmes that the supported ventures applied to, received funding from, or contributed to through their activities with the EIT Health:
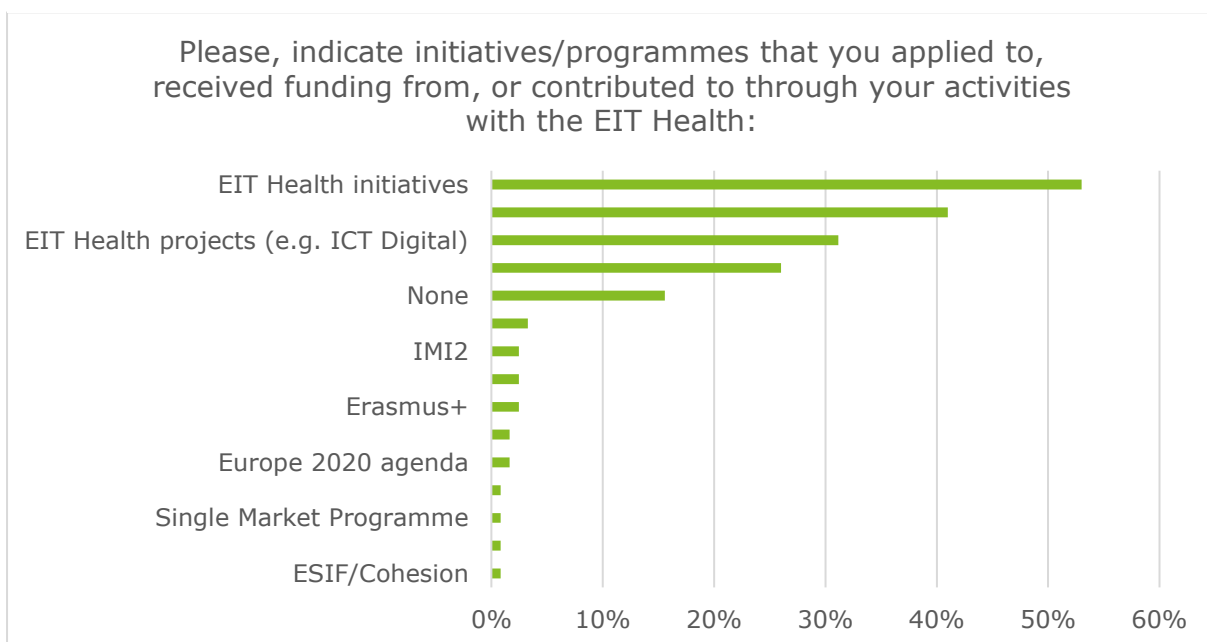
Source: Results of the survey among start-ups/scale-ups supported by the KIC.

In terms of various initiatives/programmes that individual supported ventures were involved in with societal impact related to the objectives at the level of the EU, similar conclusions can be made. Across all the areas

of societal challenges,[103] the supported ventures have been predominantly engaged in EIT Health proprietary programmes, Horizon2020/Horizon Europe, national initiatives, possibly combined with initiatives such as Erasmus+ and Europe 2020 agenda (employment, innovation, education and social inclusion). The number of these synergies, however, cannot be quantified as this was only a sample of responses and also the surveyed ventures lacked deep knowledge of all the programmes/initiatives they have been engaged in. Overall, however, it is evident that EIT Health benefits from multiple synergies – directly or through the start-ups/scale-ups supported.

13.2 Financial framework and budget

Cross-KIC activities are being funded by the EIT Health budget, through a designated annual budget. EIT Health started implementing cross-KIC activities in 2017. In 2018 EIT Health set the following objectives for cross-KIC activities: joint communication and promotion; harmonization of KIC activities and joint accelerator activities. The evolution of the EIT Health cross-KIC budget can be seen below. It is important to note, that cross-KIC activities are projects with a consortium of different KIC's, thus the budget allocation of EIT Health is just a part of the total cross-KIC allocation within EIT.

Table 54: Annual cross-KIC budget allocation

	2018	2019	2020
Cross-KIC area*	EUR 386,689	EUR 1,702,339	EUR 2,757,259

Source: Reported EIT co-funded KAVA, according to the database received from EIT

13.3 Strengths and weaknesses, recommendations

The following table indicates some of the most significant strengths in the KIC Synergies, Complementarities & Cross-KIC collaboration:

Strengths
The KIC contributed to the establishment of several effective, sustainable collaborations between key KT players. Synergies were created on both local and regional levels.
Creating synergies and collaborations with the Regionally anchored Innovation Hubs and the Horizon Europe (HE Missions, Connecting Europe Facility, Invest EU, Erasmus Plus, Competitiveness of Enterprises Partnership) will be a good initiative to develop new innovative projects. Additional synergies on research and innovation include Mission on Cancer, European Partnership on Health, Digitization of education and Horizon Key Strategic Orientation nr.5 on sustainable economy.
Emphasis on the exploration and continuous exploitation of synergies with other programmes and organizations in Europe and worldwide that enables efficiency and a better use of resources.
Establishment of the Strategic Advisory Board significantly facilitates the collaboration with external synergic programmes, institutions and other relevant KICs.

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[103] Citizens and patients were involved in seeking solutions for multi-morbid and chronic conditions, citizens and patients benefit from EIT Health products and services, helping to create sustainable healthcare systems, helping to create structured processes for the accelerated implementation and scaling up of innovations using digital tools.

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Strengths
EIT Health CEO forming a part of the H2020 Advisory Board ensures thematic synergies.
Direct relationship with EIB for access to funding of SMEs in RIS / InnoStars region.
Establishment of the Venture Centre of Excellence with support of EIF.
Effective cross-CLC and cross-KIC collaboration contributing to the sharing of best practices, better mutual coordination, increased RIS efficiency and integration of the KT.
Establishment of a joint communication of all KICs in the framework of Cross-KIC activities bringing additional benefits to an efficient mutual collaboration (incl. assuring presence in Israel).
Leveraging on the best practices and lessons learnt of the already established KICs.
Launching the DISQOVER platform for seeking further synergies.
Introducing Think Tank for an effective dialogue among some of the major healthcare stakeholders.

The following table summarizes identified weaknesses and addresses them with relevant recommendations:

Weaknesses	Recommendations
There is no monitoring system in place to monitor whether the collaboration between partners continues after the KIC support ceases, and how strong the collaborations are.	The KIC shall better monitor the collaboration between partners to assess whether such relations are sustainable after the KIC support cease, and whether they have the potential to become a strong, potentially institutionalized partnership.
There is limited cooperation with NGOs or public authorities in the partnership.	The KIC shall encourage key knowledge triangle players to collaborate with other partners to create more synergies.
Currently, there are less activities targeted to the wider public, which hinders the impact on some objectives of the KIC.	Ensure that the website is easy-to-navigate so that a larger audience access the content. Collect feedback from EIT-labelled and non-labelled students and graduates, as well as from the supported ventures on what features could be added and/or modified to further facilitate a high-quality use experience. Ensure general understanding of the whole spectrum of the KIC's activities and that interested individuals/businesses know where to participate further after they finish one of the KIC's activities.
A set of specific indicators assessing the KIC's progress and achievements in developing synergies and benefiting from complementarities is missing	Ensure that all the KIC's future strategical documents keep SMART impact indicators to clearly show the synergies/complementarities that are expected to be achieved on the cross-KIC, regional, European and worldwide levels. At the same time prioritize and be specific about the initiatives/programmes that EIT Health should take part in and measure their contribution to the EIT Health impact areas. Where possible, include citizens, patients and other major stakeholders in the co-creation of the solutions to ensure EIT Health contribution to dealing with relevant societal challenges. Engage the DISQOVER data team to monitor the set indicators.
Despite EIT being invited to the EIT Health Strategic Advisory	Ensure regular participation of EIT in the Strategic Advisory Board meetings. This could be further supported by including

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Weaknesses	Recommendations
Board as an observer, more stable access to the platform is needed to efficiently coordinate links with the EU ecosystem	discussions and/or consultations on synergies/complementarities with the EIT in the regular agenda (e.g., on a better alignment of EIT and EIT Health strategy goals), as well as by continuous implementation of joint projects, activities. Make sure that these collaborations have clear and measurable objectives.
Some of the supported ventures see a need for a better alignment between the EIT Health strategy and the Horizon 2020 programmes	Organize focus groups or ask for feedback from the supported ventures on which EIT Health strategy areas need improvement to better match the current Horizon Europe programme. Discuss how EIT Health could facilitate the participation of supported ventures in research and innovation orientated programmes to maximize impact on the societal level.

14. Communications, Dissemination & Outreach

EIT Health has defined a set of dissemination and outreach activities and tools in its Strategic Agenda 2016-2022, to engage with stakeholders and citizens within and beyond the KIC. The main goal of the communication strategy and outreach activites were to support the EIT Health objectives and facilitate the creation of a recognized and trusted EIT Health identity. In the Strategic Agenda, the KIC set out four communication objectives:

- Create and strengthen the reputation, trust and uniqueness of the EIT Health partnership among citizens, stakeholders and policymakers, mobilising them to support our challenges.
- Sustain the commitment of EIT Health partners by animating a collaborative partners' network that facilitates the circulation of information, creates a sense of community, and highlights new business opportunities.
- Create visibility for all EIT Health activities, reaching our different target groups and enabling the dissemination and exchange of knowledge and good practice as well as the uptake of innovative products and services.
- Raise awareness of healthy living and active ageing-related challenges in society as a whole, inviting citizens to express their needs and expectations, and to participate in the innovation process.

To reach the objectives set out, EIT Health identified three main communication channels; internal communication, external communication and activities-based communication.

EIT Health has also identified different target groups such as citizens, students, health and social care professionals, media and also declared key messages for each target group. Each key message created follows seven principles established by the KIC:

- Create trust
- Be citizen centric
- Knowledge based
- Aspirational
- Inspirational
- Support advocacy
- Reinforce commitment

According to the strategic agenda, the established communication channels shall also be used to disseminate knowledge and activity based information and to reach

out to stakeholders (internal and external) and citizens to keep them informed and to continue to build the EIT Health and EIT identity. EIT Health uses its website, social media platforms, newsletters, events, etc. to secure a wide outreach. Media engagement has been a core component of the KIC communications strategy for the last 3 years, through pan-EU (Central office team) and regional efforts (via regional commications leads).

EIT Innostars region has its own communications plan targeted at regional audiences. Innostars covers 8 regions located in less developed areas of Europe. Regional integration and outreach is a core function of EIT Health. In 2016, the EIT Health RIS had two main goals: (1) find best business ideas, (2) raise awareness and build community.

14.1 Activities and results

14.1.1 EIT Health Communication and dissemination activities

As 2016 was the start-up phase of EIT Health, the communication activities focused on internal communication with the partners, e.g., informing them about the vision and mission of EIT Health, sharing information on initiatives, establishing communication channels with partners. The biggest communication activity of the year was the first EIT Health Summit, which attracted over 300 participants, and provided a good opportunity for partners to network and introduce themselves to others within the partnership.

From 2017 a higher effort was made towards external communication as EIT Health implemented a Communication and Dissemination Strategy for 2018-2022 to reach customers, create awareness and to strengthen brand name. The KIC also designed a guidance to EIT Health Communication, Dissemination, and Exploitation Guidance.

The branding Guidance covers all specific communication channels and materials (websites, presentations, videos, social media, publications, event materials, press materials) to be used for every activity, however the requirements of the Guidance are not compliant with the EIT brand book, especially regarding the „digital colour palette" in use by the KIC. The non-compliance has been an outstanding issue in recent years.

In 2019 EIT Health published a Communication Plan in which the main communication goals for 2019 were set out as follows:

Figure 19: Main communication goals for 2019
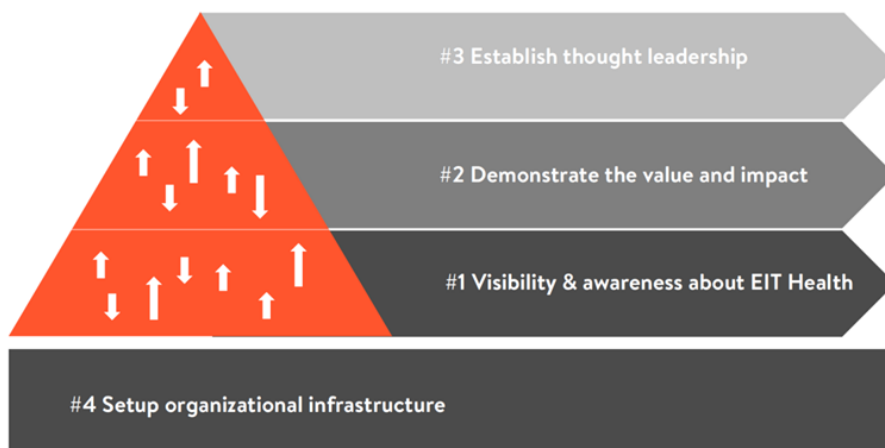
The strategy for reaching the goals built on external communication channels (e.g., website, social media platforms), communication within the community, storytelling, and creating

branding messages. Overall, the communications efforts aims to position the organisation as a vital instrument in the saturated healthcare space, to demonstrate the value and impact of the products and services the KIC brings to market, and to represent the KIC`s knowledge and insight on topics that shape healthcare.

In 2019, in line with the Communication Plan, EIT Health focused more on the external communications. The KIC redesigned its website, and a new social media strategy was also developed. In order to improve the website, it is recommended to present all relevant documents in a single page, classified by year to enhance transparency.

The KIC introduced an external events strategy which proactively engage with relevant congresses and other events to ensure participation/involvement of EIT Health to support both visibility and thought

	Number of website visits	Number of media coverage (online and print)	Number of Facebook, LinkedIn and Instagram posts
2018	110 239	1064	841
2019	219 345	727	2130
2020	686 391	1871	N/A*
	Number of social media followers	Number of published articles	Number of visitors across digital channels including web and connections
2020	70 818	1 871	660 000
2021	98 998	1 797	700 000

leaderships efforts. The KIC has more than doubled its social media activities and managed to attract more than 200.000 visitors on its website and social platforms, overall, the number of visitors across digital channels reach 700.000, as seen in the table below.

Table 55: Social media activity of the KIC

Source: Database provided by EIT Health.
* the KIC stopped tracking numbers of posts and track engagement rates and number of followers instead.

Since 2016 EIT Health has been organized matchmaking events with 2-500 participants occasionally (to the online event in 2020 November 492 participants joined). Annual EIT Health Summit events have been organized since 2016 as well, reaching 911 participants in 2019 and 2086 in 2020. In 2019, a new strategy was devised for the Summit, becoming more externally focused, attracting more diverse delegates (media, policy makers, opinion leaders) and aimed to position the KIC a thought leader in healthcare.

In 2020 EIT Health continued to expand its online presence and strengthen its communication activities. Due to the COVID-19 pandemic, EIT Health needed to adapt its events to better fit the online platform. The annual Health Summit, thanks to its online format attracted more visitors, from a much broader degree of diversity of delegates. In 2020 EIT Health:

- Published 1,003 media articles EIT Health "in focus" – coverage with high key message penetration.
- Doubled its social media followers compared to 2019.
- Introduced a functioning press office.
- Initiated in 2019, the EIT Health 'Spotlight' Series devised to showcase the most compelling examples of the portfolio.

- The EIT Health website achieved 1.1 million page views, with 686,391 unique visitors.
- As part of the EIT Health coordinated fight back against COVID-19, the "Making Connections" platform launched on the website attracted around 3,500 visits per day.
- Launch event at HealthTech Innovation Days 2020 with almost 800 attendees (300 of which were international investors).
- In Germany, a blog was launched to improve EIT Health's visibility amongst learners. It resulted in over 3,000 students getting in touch in just two months.
- Ireland-UK launched their 'In the Community' podcast series designed to share the stories of the most promising innovators from the region. Over the course of two months, the newly established website page received 495 visits and 272-episode views on YouTube.

Since its designation, the KIC ensures the visibility of the EIT Community brand (logo and style) in every physical and online platform. At the beginning of the KIC, the focus was on internal communication and to familiarize partners with EIT values and core objectives, thus the dissemination of result to the wider public was not sufficient. Although ongoing training (annual training for staff), guidance and materials (logo assets) have always been provided and were freely accessible, the branding and EIT identity in some cases was not adopted to KAVA activities of the KIC. To overcome this, the KIC has published the branding Guidance which contains all necessary communication and visibility elements to be implemented in every activity, however the requirements of the Guidance are not compliant with the EIT brand book, which has been an outstanding issue in recent years.

EIT Health has set up measurable KPIs in 2019, including 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). The monitoring of the measurable KPIs will continue during 2021-2027, according to the Strategic Agenda 2021-27.

Activities are extensively monitored on a monthly, quarterly basis and through the annual reporting requirements.

Initially, Citizen and Patient Engagement activities were spearheaded mostly by the Education Pillar, with programmes developed ad hoc for and with citizens and patients (online courses codeveloped with patients, online support communities for cancer survivors, direct hands on entrepreneurship training for people living with a health condition). New activities with a specific patient-focus followed in other business areas – e.g. the Patient Innovation Bootcamp delivered by Business Creation and the Wild Card devised by Innovation. In 2020, in response to relevant GB recommendations, a dedicated EIT Health CPE Manager was recruited to support engagement efforts across the whole organisation. A X-Pillar CPE Strategy was developed, CPE Requirements were included in Business Plan Calls and dedicated resources were developed to support partners in the implementation, which increased patients and patient organization's involvement. . The renewed approach was presented to the GB which considered that its recommendation was duly addressed; no other comments on EIT Health CPE were received from the GB since. What is more, EIT Health established the EIT Health High Value Care Forum aimed at creating activities that will deliver those outcomes that truly matter to patients and the Ethical, Legal and Social Issues (ELSI) board oversees compliance for all supported activities including all matters related to CPE. Today, CPE is an integral part of EIT Health Public Affairs and Stakeholder Relations function and accountability for the involvement of patients is spread across all teams. For the upcoming period, EIT Health Strategic Agenda 2021 2027 is centred around the redefined EIT Health Societal Impact Model geared towards achieving socio-economic impact

14.1.2 Outreach and the RIS

EIT Health InnoStars has been one of the most active regions in the whole EIT Community in building awareness and recognition of EIT Health and its activities.

EIT Health runs several multi-channel communications campaigns annually, including; social media campaigns, marketing campaigns, events positioning, live

events etc. Image and brand awareness is also a key communication objective for RIS, through emphasizing brand awareness in local stakeholders and their projects, the final target audience (e.g., citizens) can be reached. As a result of the extensive campaigns, InnoStars Awards experiences overapplication, and numerous start-ups are applying for funding opportunities.

In 2016 8 awareness raising events were organised in the RIS eligible countries and regions to attract stakeholders and potential future partners. The main goal in 2016 for InnoStars was to build local cooperation, identify the stakeholders and how to target them and to raise the attention of local decision makers on EIT Health.

In 2020 InnoStars reached over 36 million people through its communication activities. One of the critical milestones was cooperation with the Financial Times, with a series of articles showcasing best practices related to healthcare innovations from RIS eligible countries and regions. In 2021 InnoStars achieved the following communication results:

- Over 1200 publications: tv, radio, online, print – key titles (Forbes it.); ca.75% referring to EIT Health RIS
- Over 30M: estimated total reach via EIT Health InnoStars channels and PR activities
- 18k: InnoStars audience in social media (20% growth of no of followers you)
- 30M: potential reach (media relations, social media/newsletter, events)
- EUR 1M: estimated advertising equivalent for the organic media relations
- Over 65 events where EIT Health InnoStars was positioned
- 17 Social Media campaigns; 10% YoY increase
- Launched their 'Healthcare Hackers' and "InnoStars Talks" podcast series to shine a light on groundbreaking solutions from the region and deliver inspiring insights. After eight weeks, the team had secured almost 5,000 views.

Thanks to Communications activities, the EIT Jumpstarter programme was well-positioned in media and social media, with reaching record number of registration (535), record number of and viewers (323). Overall, the program reached over 850k people.

14.2   Financial framework and budget

Communication, dissemination and outreach activities are being funded by the EIT Health budget, through a designated annual budget.

Table 56: Evolution of budget, Communication, Dissemination and Outreach

	Estimated KAVA	Estimated EIT Grant	Reported EIT co-funded KAVA
2017	EUR 2,051,593.00	EUR 1,671,593.00	EUR 882,842.02
2021	EUR 2,687,193.00	EUR 2,002,000.00	N/A

Source: Database provided by EIT Health.

14.3 Strengths and weaknesses, recommendations

The following table indicates some of the most significant strengths in the KIC Communication, Dissemination and Outreach:

Strengths
The EIT Health managed to cover 18 Member States and even created partnerships outside the EU, in Israel and in the USA.
The KIC developed a new social media strategy and redesigned its website.
EIT InnoStars has been one of the most active regions in the whole EIT Community in building awareness and recognition of EIT Health and its activities.
EIT Health made a good progress in addressing strategic recommendations and increased citizen and patient engagement in its activities.

The following table summarizes identified weaknesses and addresses them with relevant recommendations:

Weaknesses	Recommendations
The established EIT Health branding Guidance is not compliant with the EIT Brand Book requirements.	Further revision of the branding Guidance is necessary to achieve full compliance to the EIT Brand Book.
There are limited specific EIT Health KPI designed to measure the communication results by partners and by EIT Health.	EIT Health shall introduce further communication KPIs to support the monitoring of communication activities and to gain more insight into the results of the communication activities.

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15.   Summary of the assessment criteria

Table 57: Summary assessment of criteria

Criterion	Summary Assessment	Relevant chapters	Scoring (points)
	Global Score: 67 / 100 **Global Threshold: 60 / 100**		
Relevance to the Union's global challenges	While there were significant data gaps on the level of impact achieved and shortcomings in performance across some of the indicators, the activities of EIT Health are excellently aligned with the objectives of the Union and the results of these activities contribute towards addressing the KIC's societal challenge. Therefore, the KIC's performance for this criterion has been assessed as **Very good**. In the upcoming period, there is a reasonable potential for the KIC to reach even greater impact due to higher innovation commercialization efforts, also spurred by COVID-19. Assessment **1.1 – Very Good:** The activities of EIT Health are well aligned with the objectives of the Union, including boosting economic growth, human capital and job creation, strengthening the innovation capacity of the Members States, fostering innovation and entrepreneurship, as well as quality of life and sustainability of healthcare systems. **1.2 – Good:** The KIC's results in their activities have contributed to the addressing the societal challenge it was designated for. The KIC was also apt to swiftly react to new societal challenges brought about by COVID-19. However, the significance of this contribution cannot be assessed based on the monitoring data currently collected by the KIC. **1.3 – Very Good:** EIT Health was assessed on contributions towards four societal impact indicators, including: • Citizens and patients involved in seeking solutions for multi-morbid and chronic conditions • Citizens and patients benefiting from EIT Health products and services • Creating sustainable healthcare systems	6	10 / 15 (Threshold: 9)

	- Creating structured processes for the accelerated implementation and scaling up of innovations, using digital tools For the majority of these indicators, there was very limited data available, as they were only introduced by the EIT in 2021. The indicators were assessed on the relevance of the KIC's activities in contributing to their achievement, rather than the level of impact made. For each of these indicators, the KIC's activities are highly relevant to their progress. **1.4 – Fair:** EIT Health was also assessed based on contributions towards a number of economic impact indicators, including: - % (& € if available) contribution to revenue growth and profitability of organizations trading or employing KIC innovations - # and revenue of start-ups and scale-ups supported by KICs trading at least 1 year after KIC support ceased - # new jobs created in start-ups/scale-ups - Impact on employment growth as a result of company being engaged with KICs - # and type of jobs in existing businesses in KIC sector sustained through innovations - # and type of skill gaps and/or skill shortages filled by KIC sector There was also limited data on the impact the KIC's activities have had on the success of the ventures they support due to the indicators' introduction by the EIT in 2021. However, most of the ventures that responded to our survey expressed the KIC's support as having a positive impact, although rather low, on their revenue growth, profitability growth, and employment growth. EIT Health contributes to the creation of new jobs, however, only on a smaller scale in the new job types in the healthcare sector as shown through the survey among supported ventures. On the other hand, the KIC performs very well in the category of addressing skills gaps.		
KIC's Union added value and relevance with regard to the objectives of the EIT	Given the KIC's strong alignment to the objectives of the EIT and its high contribution to European added value, and the small number of shortcomings in missing data and graduates joining start-ups, this criterion has been assessed as **Very good**. **2.1 – Excellent:** EIT Health has created European added value with respect to building a sustainable innovation ecosystem through knowledge triangle integration, and as a result has developed concrete solutions to the societal challenge it addresses.	6, 8, 9, 10, 12	11 / 15 (Threshold: 9)

Establishing the significance level of the KIC's Union added value, however, requires a much larger data input along with a clear terminological definition of "significance".

2.2 – Excellent: All of EIT Health activities have been fully aligned with and relevant to the EIT objectives as defined in the EIT Legislative Framework.

2.3 – Excellent: EIT Health RIS activities have been to a large extent aligned with the EIT RIS Guidance Note 2018-2020 and the RIS Implementation Framework (2022-2027).

2.4 – Good: The KIC has performed well in the percentage of graduates currently employed (as shown by the survey among supported ventures).

2.5 – Poor: There is very limited data on the number of EIT-labelled MSc and PhD programme graduates who joined start-ups, but according to the data available the KIC has underperformed in this indicator.

2.6 – Fair: The revenue generated by innovation projects on the market to date is very low and points to the KIC's lower performance. However, this may be attributed to some of the sector-specific regulatory barriers that the KIC is aware of. The KIC plans to introduce systemic changes to improve the monitoring processes of the financial results from innovations in the next period.

Achievement of KIC's objectives	Due to the mixed performance of EIT Health regarding the targets set in its Strategic Agenda and Business Plans with some KPIs being significantly overperformed and others not meeting their respective targets, this criterion has been assessed as **Good**.	6, 12	9 / 15 (Threshold: 9)

3.1 – Good: EIT Health has made rather moderate progress towards its 7-year Strategic Agenda objectives and partially achieved the expected results in line with its initial strategic objectives. Also, it remains unclear whether these objectives have corresponding KPIs in place to enable their regular monitoring. Lack of data does not enable to assess the achievement of these objectives in relation to the societal challenge.

3.2 – Fair: The lack of data does not enable to conduct a comprehensive assessment to what extent the KIC has met its original objectives in respect to societal challenges, that had not been

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quantified. Moreover, the KPI's target and achieved values have been changing in time, often with little explanation provided on their grounds.

3.3 – Fair: The KIC has achieved mixed results on the KPI targets defined in the KIC's original proposal, Strategic Agenda, and Business Plans; many of these targets were inconsistent over the course of the KIC's activities. KPIs were repeatedly increased over time despite they had not been achieved.

3.4 – Excellent: EIT Health has performed well within the scope of their EIT RIS Strategies, with a number of successful activities performed. No significant deviations to the objectives have been found. The 2021-22 period, however, points to decreased ambitions in some of the KIC's goals.

KICs efforts to coordinate their activities with other relevant research and innovation initiatives	Overall, based on the strong performance EIT Health has demonstrated in cultivating relevant synergies, this criterion has been assessed as **Very Good**. **4.1 – Very Good:** EIT Health has achieved a majority of the concrete synergies and complementarities described in the original proposal and Strategic Agenda, with additional synergies and complementarities as well. Essential synergies have also been forged through a dedicated Strategic Advisory Group and the KIC's CEO forming a part of the H2020 Advisory Board. **4.2 – Very Good:** The KIC has achieved a number of synergies with relevant education, research and innovation initiatives in the same area of the societal challenge national and EU levels; however, the KIC has minimal synergies with global initiatives.	13	4 / 5 (Threshold: 3)
KIC's capacity to ensure openness to new members	EIT Health has a strong and committed partnership, however there is still room for improvement regarding its openness, as non-member organisations have limited role and funding in projects. The criterion has overall been assessed as **good.** Assessment **5.1 – Very good:** The partnership size, growth, composition and performance of EIT Health is adequate for achieving the long-term objectives of the KIC Strategic Agenda. The growth rate has been modest.	6	3/ 5 (Threshold: 3)

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	5.2 – Fair: EIT Health made great result in opening its KIC's calls for activities; however, there are restrictions in the Calls for non-members. **5.3 – Fair:** The Good Governance Principles assessments have assessed that the KIC's need to further improve its openness and transparency, Additionally the KIC needs further improvement in separating management/supervisory functions from operational functions. **5.4 – Very good:** There is balanced representation of all key knowledge triangle players in the partnership, with a slight skew towards business partners.		
KIC's achievements in attracting new members from across the Union	Overall, EIT Health has built a strong partner network across Europe. The partnership growth is rather modest. CLCs and RIS hubs are balanced across Europe. Thus, this criterion has been assessed as **very good.** Assessment **6.1 – Very good:** EIT Health has grown to an effective and sustainable innovation ecosystem with partners across the EU, including RIS eligible countries and regions; however, there is a rather modest geographical coverage within Europe. **6.2 – Very good:** 18 out of the 27 EU Member States have been covered by the KIC partnership throughout the KIC's lifetime and 9 have had representation of all knowledge triangle players. **6.3 – Excellent:** There are 12 RIS Hubs throughout the EU, and there is RIS activity also outside the EU. InnoStars have 35 partners. **6.4 – Very good**: There has been a positive trend of new active partners over the 6-year period; however, the growth rate is rather modest. **6.5 – Excellent:** There is a balanced geographical presence of CLCs and EIT RIS Hubs within the EU in line with the strategic agenda and societal challenges.	6, 8, 12	8 / 10 (Threshold: 6)
KIC's compliance with good governance principles	The KIC has achieved significant results in good governance principle compliance, and was able to implement the majority of GB recommendations sufficiently. However, there are still some areas to be further developed. Overall assessment of the criteria is **good.**	6	6 / 10 (Threshold: 6)

	Assessment **7.1 –Good:** EIT Health complies with the majority of EIT Good Governance Principles, based on the relevant GGP Assessments, however some areas need further development (e.g., openness, transparency, separation of supervisory and operational functions.) **7.2 – Very good:** Throughout the years, GB Strategic Recommendations have been effectively addressed, most often in a timely fashion. Few areas need further development.		
KIC's efforts and results in designing and implementing gender-sensitive measures and activities	The KIC has implemented several gender sensitive measures both in its operation and KAVA activities. The monitoring of such activities remains unresolved. Overall assessment of the criteria is **very good.** Assessment **8.1 – Very good:** EIT Health has designed and implemented a number of gender sensitive measures and activities. **8.2 – Very good:** The KIC has received mostly positive assessments over the years regarding the outputs and results delivered by these activities.	6	4 / 5 (Threshold: 3)
KIC's capacity to develop sustainable innovation ecosystems and the achieved level of financial sustainability	The KIC achieved very good results regarding ecosystem creation and improvement, and has good performance on financial sustainability, however improvements are needed especially regarding the revenue generating capacity of the KIC. The overall assessment of the criteria is **good.** Assessment **9.1 – Very good:** EIT Health has created a substantial innovation ecosystem that effectively addresses the societal challenges and skill gaps it was established for. **9.2 – Very good:** The KIC has established sustainable and somewhat institutionalised partnerships between the organisations engaged with the KIC. **9.3 – Very good:** EIT Health has created visible innovation ecosystems not previously in existence, especially in RIS eligible countries and regions. **9.4 – Good:** Innovation ecosystems occasionally evolve into business ecosystems; a limited number	7, 8	12 / 20 (Threshold: 12)

of innovation projects have progressed into start-ups. However, the KIC has cultivated additional business ecosystems to support existing start-ups.

9.5 – Good: EIT Health has elaborated plans and models on revenue generation and on diversification of revenue sources however there are modest results yet; The Financial Sustainability Strategy needs further improvement.

9.6 – Good: The KIC has a modest level of revenues from all activities other than the collection of membership fees. It has recently implemented plans for the management and exploitation of intellectual property and financial assets to support the KIC's business model.

9.7 – Very good: EIT Health has fair revenues overall compared with other KICs and has achieved mostly its FS-coefficient targets; however, the FS-coefficient remains too low.

9.8 – Good: The budget consumption of the KIC is rather volatile and on average slightly high. The management costs are increasing, however it is fully covered by membership fees and public funds.

9.9 – Fair: EIT Health has a decreasing EIT co-funding rate in the past years and introduced measures to further decrease the EIT funding percentage. However, more effort would be necessary to decrease the co-funding rate below 80% (which is targeted in three years).

16. Conclusions

The following chapter consolidates the conclusions from each chapter, based on the assessment of the KIC's strengths and weaknesses. Identified weaknesses are addressed by relevant recommendations.

The COVID-19 pandemic has been a difficult test and an unprecedented burden placed on all healthcare systems and its players in Europe. At the same time, it shed light on many neglected aspects of health and healthcare systems worldwide. Furthermore, it initiated enormous demand for innovative healthcare solutions. The impact of the restrictive measures imposed by the EU Member states' governments as a result of the pandemic, triggered the launch of a large number of innovative products and solutions, all trying to address the long-overlooked problems of the healthcare systems. EIT Health has contributed to react properly and swiftly to the pandemic, supporting the development of a number of innovative products. Some areas are still to be tackled, such as fake news, conspiracy theories, media illiteracy and low healthcare literacy, which all have affected the attitudes of citizens towards national vaccination policies and possibly slowed down the overall progress in combating the pandemic.

Despite many unique and well-needed activities, some of the KIC's KPIs have remained a challenge to be met over years. One of the reasons for a slightly lower performance in the pandemic/post pandemic years have been the massive restrictions imposed by the European governments. Other times, especially related to the years of the KIC's operations before the COVID-19 outbreak, some of the KPIs may be not have been perfectly chosen or defined, also in light of the sector's specifics when some results take longer time to be achieved. This applies, among others, to the revenues from products and services launched on the market. Therefore, the question is whether increasing KPIs' values and the budget every year was adequate, if the originally established KPIs' values could not be achieved yet. The overall cost-effectiveness of the KIC in respect to the overall tangible results remains a challenge to assess.

KIC Governance, KIC Partnership, Processes & Operations

The KIC has brought very high added value to the innovation ecosystems, animating space for innovations through the facilitation of collaboration among organizations from different sectors. The ecosystems have high European added value, swiftly connecting businesses, research and academia institutions from different EU Member States. The cooperation platforms and consortia, such as the CLCs, are more valuated by some of the respondents than similar consortia created under Horizon2020 or Europe2020.

KIC Funding, Financial Sustainability & Business Models

EIT Health's funding remains a challenge. Despite all efforts the KIC fails to generate significant and diversified incomes from other sources than EIT. Most of the third-party funding comes from the membership fees. According to the KIC, it is questionable if revenue generation would be realistic from intellectual property even in the longer term. Moreover, revenue generation from supported products or services launched on the market is still challenging. Some of the CLCs have managed to attract additional co-founding from the Member States.

Knowledge Triangle Integration, Innovation Ecosystem and Regional Innovation Hubs (Co-location Centres)

The KIC has contributed to the creation of healthcare innovation ecosystems, bringing an added value of facilitating, coordinating and networking of an extensive number of partners from different fields. Due to the EIT health activities start-ups and scale-ups have been interconnected among each other, as well as connected to large industrial companies, hospitals and other healthcare providers, NGOs, public administration bodies, research organizations and academia institutions. The CLCs function as coordination hubs, where all partners have the same position with legitimacy indisputably recognized by all other partners. The ecosystems created are despite all its benefits fragile and not sustainable in the long term. There is a need of ongoing support and active role of EIT Health to keep these ecosystems alive. That cannot be assured by any of these partners alone, since that would tilt the bowl of their sensitive relationships and hierarchy.

Education & Alumni

Education is one of the cornerstones of the KTI scheme and the pillar of the KIC's activities. EIT Health pursues innovations in the healthcare sector through inspiring and educating master's and PhD students but also the wide public and other experts in various fields, particularly focusing on the development of entrepreneurship skills and competences. The EIT Health Alumni is also a strong platform to maintain contact to the EIT educational programme graduates.

Innovation & Research

The KIC has fostered around 140 innovation projects throughout a number of specialized activities and programmes bringing together knowledge and expertise from different angles within the KTI scheme.

Entrepreneurship & Business Creation

Business way of thinking stands behind the overall approach, how to stimulate innovation within the health communities and start-ups landscape and help to launch their products or services on the market. Furthermore, EIT Health has incorporated elements of business creation / business support in all innovation projects, e.g., links to local market / procurement expertise to support project teams and accelerated evaluation and co-creation of innovations through living labs and test-bed network.

EIT Regional Innovation Scheme (EIT RIS)

The purpose of the RIS is to boost the innovation potential in those countries and region with less innovative capacity. Build and strengthen the local innovation ecosystems, connect them with each other with Europe's more innovative ecosystems and secure their access to the international market.

Synergies, Complementarities & Cross-KIC collaboration

One of the KIC operational goals is to provide support in synergies with other funding schemes, European goals and in cross-KIC cooperation, that would increase the innovation potential.

Communications, Dissemination & Outreach

Outreach and communication should be an integral part of all activities implemented by the KIC. The KIC has achieved quite a good level of media presence and reputation in the innovation accelerators landscape in Europe in recent years. The KIC addressed the annual GB recommendations and made serious progress in the last two years and it seems to continue during the next period in communications as well as citizen and patient outreach and involvement. However, there is still imbalance in the EIT Health promotion and visibility in the different Member States, depending on the CLC presence and communication capabilities. The redesigned website and social media platform activity is very positive, but there are some spaces for improvement as of the KIC´ website and orderliness and clarity of presented data, documents and information.

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17. ANNEXES

17.1 ANNEX I. Surveys Analysis - Summary of the survey of EIT-labelled and non-labelled students and graduates of EIT Health

1. Please note that the survey will be <u>anonymous</u>; personal data and IP addresses will not be collected or stored. The collected data will only be used for the purpose of this assessment. It will be evaluated for EIT by Deloitte, and the <u>individual responses will not be shared directly with the EIT</u>.

You have the following rights regarding our processing of your personal data:

- <u>Right to withdraw consent</u> – You can withdraw consent that you have previously given to one or more specified purposes to process your personal data. This will not affect the lawfulness of any processing carried out before you withdraw your consent.
- <u>Right of access</u> – You can ask us to verify whether we are processing personal data about you and, if so, to have access to a copy of such data.
- <u>Right to rectification and erasure</u> – You can ask us to correct our records if you believe they contain incorrect or incomplete information about you or ask us to erase your personal data after you withdraw your consent to processing or when we no longer need it for the purpose it was originally collected.
- <u>Right to restriction of processing</u> – You can ask us to temporarily restrict our processing of your personal data if you contest the accuracy of your personal data, prefer to restrict its use rather than having us erase it, or need us to preserve it for you to establish, exercise or defend a legal claim. A temporary restriction may apply while verifying whether we have overriding legitimate grounds to process it. You can ask us to inform you before we lift that temporary processing restriction.
- <u>Right to data portability</u> – In some circumstances, where you have provided personal data to us, you can ask us to transmit that personal data (in a structured, commonly used, and machine-readable format) directly to another entity.
- <u>Right to object</u> – You can object to our use of your personal data for direct marketing purposes, including profiling or where processing has taken the form of automated decision-making. However,

we may need to keep some minimal information (e.g., e-mail address) to comply with your request to cease marketing to you.

- <u>Right to make a complaint</u> to your local Data Protection Authority (DPA) regarding any concerns you may have about our data handling practices.

The lawfulness of the processing of personal data is determined pursuant to Article 6 of the EU's General Data Protection Regulation (GDPR). With respect to personal data, the processing of personal data is based on consent.

By participating in the survey, you voluntarily consent to the collection and use of your information by Deloitte as set forth in this information notice. If you have any questions concerning our data collection practices you may contact Attila Beres at eitkics@white-research.eu.

I agree to the terms and conditions outlined above.

2. What is your country of citizenship?

Insights

Yes		33
No		0

Country	Count	Country	Count	Country	Count
Albania	1	Georgia	0		
Armenia	0	Greece	0		
Austria	1	Hungary	1		
Belgium	1	Ireland	0		
Bosnia and Herzegovina	0	Italy	2		
Bulgaria	0	Latvia	1		
Croatia	0	Lithuania	0		
Cyprus	0	Luxembourg	0		
Czechia	0	Malta	0		
Denmark	1	Moldova	0	Slovakia	0
Estonia	0	Montenegro	0	Slovenia	0
Faroe Islands	0	Netherlands	0	Spain	5
Finland	0	Poland	1	Sweden	2
Former Yugoslav Republic of ...	0	Portugal	3	Turkey	0
France	2	Romania	0	Ukraine	0
Germany	4	Serbia	0	Other	8

3. What is your gender?

●	Female	25
●	Male	8
●	Other	0
●	Prefer not to say	0

💡 Insights

4. What type of EIT educational programme did you follow?

If you're unsure, find a list of EIT-labelled PhD and EIT-labelled master's programmes here: https://degree-programmes.eithealth.eu/degree-programs/

●	EIT-labelled PhD	7
●	EIT-labelled Master	23
●	Non-labelled education progr...	3
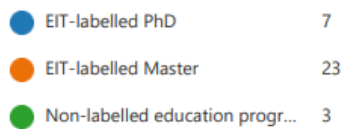
5. What was the title of your educational programme/activity?
31 responses

- International Master in Innovative Medicine (IMIM)
- Business Administration and Innovation in Health Care
- Ageing PhD School
- MSc Health and Medical Data Analytics (HMDA)
- Master of Technological Innovation in Health (MTiH)
- Empowering Women in Health Innovation, WE Health
- Innovation and entrepreneurship in biomedical engineering
- Innovation in healthcare technologies
- Medical and Pharmaceutical Drug Innovation
- PhD in Artificial Intelligence and Machine Learning
- Starship
- Unlocking Your Innovative Potential: First Step Towards Leadership in Innovation

6. Year / expected year of graduation:

31 responses

Year / expected year of graduation
2016
2018
2019
2020
2021
2022
2023

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7. Institution(s)/organisation(s) delivering the programme

31 responses

- Erasmus Mundus Joint master's degree, Groningen University, Uppsala University, Heidelberg University
- Copenhagen Business School
- University of Barcelona / Paris-Sorbonne Université
- Karolinska Institute
- Universidad Politécnica de Madrid
- University of Coimbra
- University Putra Malaysia
- EIT Health
- Friedrich-Alexander-University Erlangen-Nurnberg
- Imperial College London
- Trinity College Dublin
- University of Georgia
- University of Lisbon

8. Are you currently employed?

● Yes		27
● No		6

9. What is your job level?

● Intern	2
● Entry-level staff	9
● Intermediate staff	3
● Senior staff (Manager, Senior ...	4
● Executive, Senior Executive	1

10. In what economic sector are you currently working?

● A - Agriculture, forestry and fi…	0
● B - Mining and quarrying	0
● C – Manufacturing	1
● D - Electricity, gas, steam and …	0
● E - Water supply; sewerage; w…	0
● F – Construction	0
● G - Wholesale and retail trade;…	0
● H - Transporting and storage	0
● I - Accommodation and food …	0
● J - Information and communic…	1
● K - Financial and insurance act…	1
● L - Real estate activities	0
● M - Professional, scientific and…	13
● N - Administrative and suppor…	2
● O - Public administration and …	1
● P – Education	2
● Q - Human health and social …	3
● R - Arts, entertainment and re…	0
● S - Other services activities	2
● T - Activities of households as …	0
● U - Activities of extraterritorial…	0

11. Title of your job position

24 responses

- Business Development and Product Category Manager, Business Developer, Business Development Director, Business Development Manager
- PhD student
- Research Assistant
- Advisor

- Application Scientist

- Associate Scientist Data Engineer
- Cardio Application specialist
- CEO

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12. What country are you employed in?

Country	Count	Country	Count	Country	Count
Albania	0	Greece	0		
Armenia	0	Hungary	1		
Austria	0	Ireland	1		
Belgium	0	Italy	1		
Bosnia and Herzegovina	0	Latvia	0		
Bulgaria	0	Lithuania	0		
Croatia	0	Luxembourg	0		
Cyprus	0	Malta	0		
Czechia	0	Moldova	0	Slovakia	0
Denmark	3	Montenegro	0	Slovenia	0
Estonia	0	Netherlands	4	Spain	3
Faroe Islands	0	Poland	0	Sweden	4
Finland	0	Portugal	1	Turkey	0
Former Yugoslav Republic of ...	0	Romania	0	Ukraine	0
France	2	Serbia	0	Other	3
Germany	3				
Georgia	0				

13. In your opinion, are you employed in the sector / job related to your EIT-labelled study programme?

Yes	21
No	4
I do not know	1
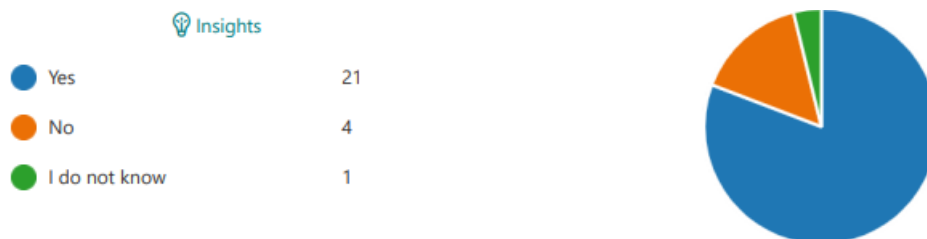
14. Please explain your answer to the question above:

Not required

- Yes
  - currently working in the administration at a private hospital in Malmö, performing bariatric surgery
  - (the area of) biomedical engineering
  - working in a pharmaceutical start-up where innovation is the core of the company's culture
  - currently working in research and development at Johnson & Johnson
  - the company they work for was interested in the knowledge obtained through EIT Health activities
  - attending the course helped expand their job search

- No
  - not in the health domain but the digital parts helped them to find their current job
  - the job is not healthcare-related

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- • I don't know
  - teaching chemistry at a university in Ecuador – the EIT experience helped them to get the position but it is not further applied on the job

15. In your opinion, which skills and competences you have acquired as a result of your EIT Health training / educational programme?

Skill	Count
● Entrepreneurship skills and co…	23
● Innovation skills and compete…	22
● Creativity skills and competen…	18
● Intercultural skills and compet…	20
● Language skills and knowledge	13
● Leadership skills and compete…	15
● Making value judgements and…	6
● Working with computers/IT sk…	7
● Nursing, assisting and caring	0
● Clinical trials skills	4
● Other	3
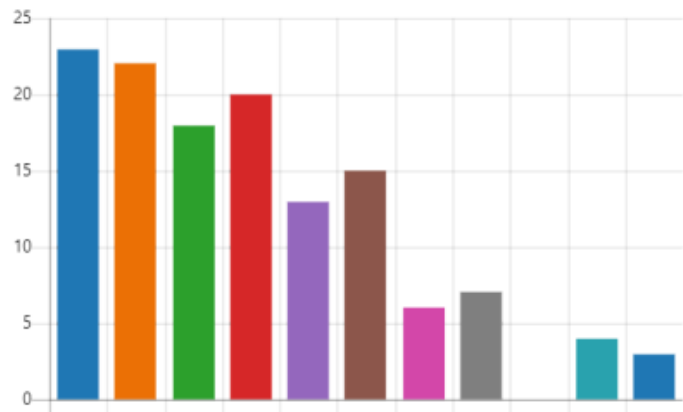
16. Did you join a start-up during your EIT labelled studies or after your studies?

Answer	Count
● Yes, during the studies	4
● Yes, up to 3 years after the stu…	5
● Yes, more than 3 years after th…	1
● No, I have not joined a start-up	23
● I did not take part in EIT-labell…	0

17. What country is the start-up registered in?

Albania	0	Germany	1			
Armenia	0	Georgia	0			
Austria	0	Greece	0			
Belgium	0	Hungary	0			
Bosnia and Herzegovina	0	Ireland	0			
Bulgaria	0	Italy	0			
Croatia	0	Latvia	0			
Cyprus	0	Lithuania	0			
Czechia	0	Luxembourg	0			
Denmark	1	Malta	1			
Estonia	0	Moldova	0	Slovakia	0
Faroe Islands	0	Montenegro	0	Slovenia	0
Finland	0	Netherlands	0	Spain	1
Former Yugoslav Republic of ...	1	Poland	0	Sweden	2
France	1	Portugal	0	Turkey	0
		Romania	0	Ukraine	0
		Serbia	0	Other	2

18. Did you join this start up because of EIT activities, including your EIT labelled or non-labelled studies or other EIT Health activities?

Yes	4
No	5
I do not know	0
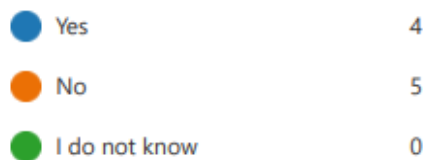
19. Are you still working for this company?

Yes	6
No	3
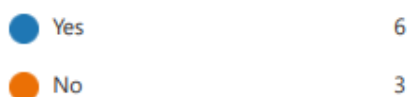
20. Have you established a start-up (i.e., you are among the founders of a new company)?

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- ● Yes — 3
- ● No — 29

21. Was the creation of this start-up related to EIT activities, including knowledge obtained through EIT studies or other EIT Health activities?

- ● Yes — 2
- ● No — 0
- ● I do not know — 1

22. Year when the company was established:

2 responses: 2020, 2021

23. What country is your start-up registered in?

● Albania	0	● Germany	0	
● Armenia	0	● Georgia	0	
● Austria	0	● Greece	0	
● Belgium	0	● Hungary	0	
● Bosnia and Herzegovina	0	● Ireland	0	
● Bulgaria	0	● Italy	0	
● Croatia	0	● Latvia	0	
● Cyprus	0	● Lithuania	0	
● Czechia	0	● Luxembourg	0	
● Denmark	0	● Malta	0	
● Estonia	0	● Moldova	0	● Slovakia	0
● Faroe Islands	0	● Montenegro	0	● Slovenia	0
● Finland	0	● Netherlands	0	● Spain	0
● Former Yugoslav Republic of ...	0	● Poland	0	● Sweden	0
		● Portugal	1	● Turkey	0
● France	1	● Romania	0	● Ukraine	0
		● Serbia	0	● Other	0

24. What economic sector is your start-up in?

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● A - Agriculture, forestry and fi…	0
● B - Mining and quarrying	0
● C – Manufacturing	0
● D - Electricity, gas, steam and …	0
● E - Water supply; sewerage; w…	0
● F – Construction	0
● G - Wholesale and retail trade;…	0
● H - Transporting and storage	0
● I - Accommodation and food …	0
● J - Information and communic…	0
● K - Financial and insurance act…	0
● L - Real estate activities	0
● M - Professional, scientific and…	1
● N - Administrative and suppor…	0
● O - Public administration and …	0
● P – Education	0
● Q - Human health and social …	0
● R - Arts, entertainment and re…	0
● S - Other services activities	1
● T - Activities of households as …	0
● U - Activities of extraterritorial…	0
● Other	0

25. What is the gender of your CEO?

● Female	1
● Male	1
● Other	0
● Choose not to indicate	0

26. Number of employees at the time of reporting:

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Please include part-time employees, each counting as one

● None	0
● 1-9	2
● 10-19	0
● 20-49	0
● 50-99	0
● 100 and more	0

27. Revenue of the last 12 months

● None	0
● Less than €0.5 million	2
● €0.5 – 1 million	0
● €1 – 2 million	0
● €2 - 5 million	0
● €5 – 10 million	0
● More than €10 million	0
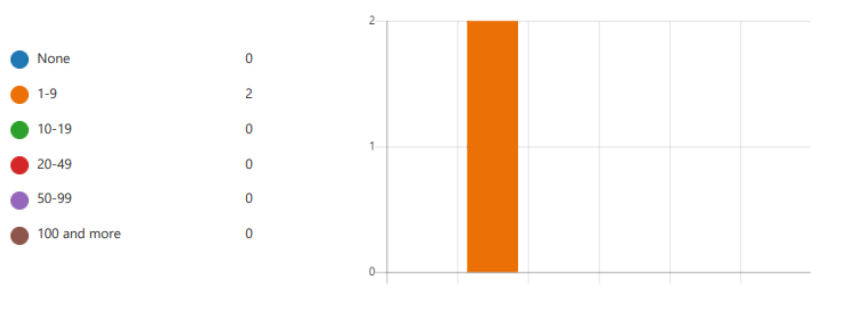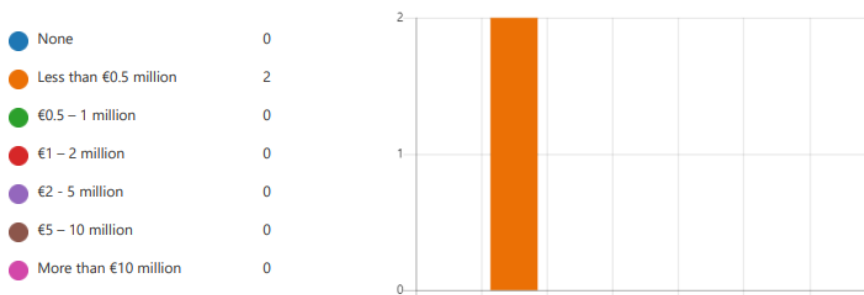
28. In your opinion, to what extent have the EIT Health-related programmes, training or activity you participated in contributed to the achievement of the programme's objectives?

Legend: ■ No impact ■ Somewhat impactful ■ Impactful ■ Very impactful ■ Extremely impactful

- Self-management of health, centered on enabling individuals and their families to take charge of their...
- Lifestyle intervention: develop products, services and citizen-oriented strategies to encourage positive...
- Workplace interventions: This objective encompasses health promotion and disease prevention to improv...
- Overcoming functional loss: The aim is to deliver solutions for age-related metabolic, motor, and...
- Improving healthcare systems: Successful health interventions require the integration of service...
- Treating and managing chronic diseases: This business objective aims to develop methods, solutions and...

29. What is your opinion on the level of gender-sensitivity in the following EIT Health policies/activities?

■ Highly Unsatisfactory   ■ Somewhat unsatisfactory   ■ Somewhat satisfactory   ■ Highly Satisfactory
■ I am not aware of any EIT Health policies/activities in this area   ■ I am not interested in this policy/activity area

30. How would you agree with the following statements?

■ Strongly Disagree   ■ Somewhat disagree   ■ Neither agree nor disagree   ■ Somewhat agree   ■ Strongly agree
■ I have not been involved in this activity
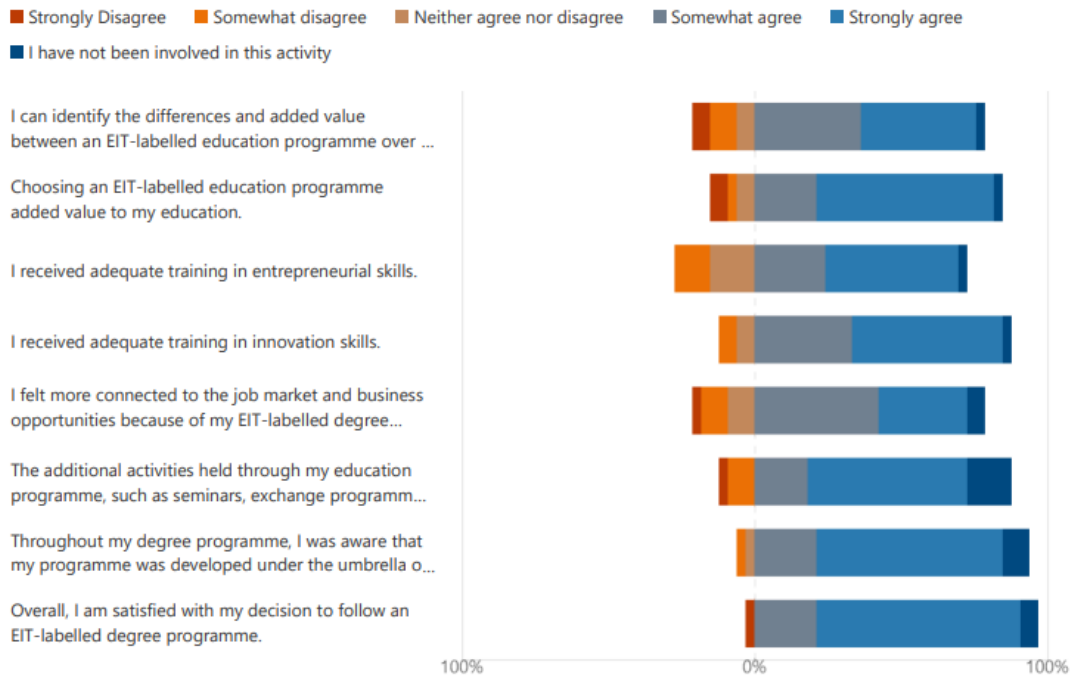
31. What recommendations do you have to improve EIT Health based on your experience following an EIT-labelled degree programme?

(Choose up to 3)
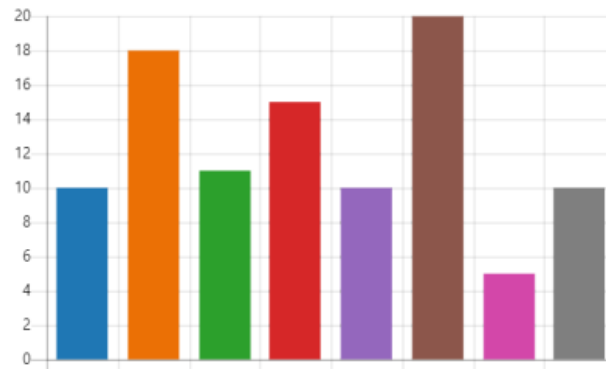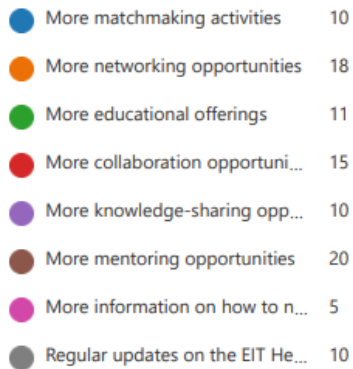
153

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● More matchmaking activities	10
● More networking opportunities	18
● More educational offerings	11
● More collaboration opportuni...	15
● More knowledge-sharing opp...	10
● More mentoring opportunities	20
● More information on how to n...	5
● Regular updates on the EIT He...	10

32. Based on your overall involvement and experience with EIT Health, to what extent do you see value in it?

💡 Insights	
● Good, as is	6
● Good, but there is room for i...	27
● Bad, but it could be made bett...	0
● Bad, and it should be abando...	0
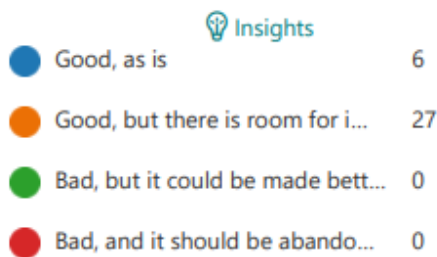
33. Please provide any final comments you have here.

7 responses

Positive feedback:

- attended an EIT Health workshop, which was a great booster - they did not stay active in healthcare, however, as their ideas were not developed enough at that time
- some of the respondents thanked for EIT Health support

Suggestions:

- more emphasis needed on programming opportunities for healthcare professionals
- the EIT Health Ageing PhD school retreat should include all ongoing classes of PhD students so that interaction between years is greater

Negative feedback:

- as a graduate student, they never received any invitation to act as a mentor to younger generations doing the same programme (which they view could have been beneficial)
- low level of communication about activities, opportunities, and feedback (to EIT team) since the beginning of the program (2016)

17.2 ANNEX II. Survey Analysis - Summary of the survey of start-ups and scale-ups supported by EIT Health

Please note that the survey will be <u>anonymous</u>; personal data and IP addresses will not be collected or stored. The collected data will only be used for the purpose of this assessment. It will be evaluated for EIT by Deloitte, and <u>the individual responses will not be shared directly with the EIT</u>.

You have the following rights regarding our processing of your personal data:

- <u>Right to withdraw consent</u> – You can withdraw consent that you have previously given to one or more specified purposes to process your personal data. This will not affect the lawfulness of any processing carried out before you withdraw your consent.
- <u>Right of access</u> – You can ask us to verify whether we are processing personal data about you and, if so, to have access to a copy of such data.
- <u>Right to rectification and erasure</u> – You can ask us to correct our records if you believe they contain incorrect or incomplete information about you or ask us to erase your personal data after you withdraw your consent to processing or when we no longer need it for the purpose it was originally collected.
- <u>Right to restriction of processing</u> – You can ask us to temporarily restrict our processing of your personal data if you contest the accuracy of your personal data, prefer to restrict its use rather than having us erase it, or need us to preserve it for you to establish, exercise or defend a legal claim. A temporary restriction may apply while verifying whether we have overriding legitimate grounds to process it. You can ask us to inform you before we lift that temporary processing restriction.
- <u>Right to data portability</u> – In some circumstances, where you have provided personal data to us, you can ask us to transmit that personal data (in a structured, commonly used, and machine-readable format) directly to another entity.

- <u>Right to object</u> – You can object to our use of your personal data for direct marketing purposes, including profiling or where processing has taken the form of automated decision-making. However, we may need to keep some minimal information (e.g., e-mail address) to comply with your request to cease marketing to you.

- <u>Right to make a complaint</u> to your local Data Protection Authority (DPA) regarding any concerns you may have about our data handling practices.

The lawfulness of the processing of personal data is determined pursuant to Article 6 of the EU's General Data Protection Regulation (GDPR). With respect to personal data, the processing of personal data is based on consent.

By participating in the survey, you voluntarily consent to the collection and use of your information by Deloitte as set forth in this information notice. If you have any questions concerning our data collection practices you may contact Attila Beres at eitkics@white-research.eu.

I agree to the terms and conditions outlined above.

Yes	128
No	0

2. Economic sector

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🔵	A - Agriculture, forestry and fi...	0
🟠	B - Mining and quarrying	0
🟢	C – Manufacturing	8
🔴	D - Electricity, gas, steam and ...	0
🟣	E - Water supply; sewerage; w...	0
🟤	F – Construction	0
🟣	G - Wholesale and retail trade;...	0
⚫	H - Transporting and storage	0
🟡	I - Accommodation and food ...	0
🔵	J - Information and communic...	11
🔵	K - Financial and insurance act...	0
🟠	L - Real estate activities	0
🟢	M - Professional, scientific and...	26
🔴	N - Administrative and suppor...	0
🟣	O - Public administration and ...	0
🟤	P – Education	0
🟣	Q - Human health and social ...	80
⚫	R - Arts, entertainment and re...	0
🟡	S - Other services activities	3
🔵	T - Activities of households as ...	0
🔵	U - Activities of extraterritorial...	0

3. Company type

Deloitte.

WHITE

Scale-up is a company with average annualized growth of at least 20% over three years with 10 or more employees at the start of the period

SME is a company with 10-249 employees, €2-50 m turnover and €2-43 m balance sheet total)

💡 Insights

● Start-up	103
● Scale-up	16
● SME	7
● Other	2

4. In which county is your company registered?

● Albania	0		● Germany	19	
● Armenia	0		● Georgia	0	
● Austria	1		● Greece	2	
● Belgium	6		● Hungary	2	
● Bosnia and Herzegovina	0		● Ireland	4	
● Bulgaria	0		● Italy	10	
● Croatia	0		● Latvia	0	
● Cyprus	0		● Lithuania	0	
● Czechia	0		● Luxembourg	0	
● Denmark	2		● Malta	0	
● Estonia	1		● Moldova	0	
● Faroe Islands	0		● Montenegro	0	
● Finland	2		● Netherlands	9	
● Former Yugoslav Republic of ...	0		● Poland	1	
● France	16		● Portugal	7	
● Serbia	0		● Romania	5	
● Slovakia	0				
● Slovenia	1				
● Spain	20				
● Sweden	12				
● Turkey	0				
● Ukraine	0				
● Other	8				

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5. Gender of your CEO

🔵	Female	27
🟠	Male	98
🟢	Other	0
🔴	Choose not to indicate	3

💡 Insights
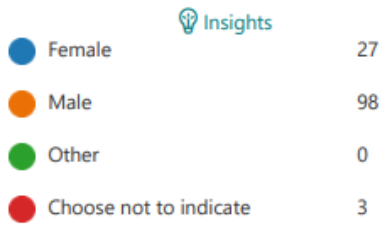
6. Number of employees at the time of reporting

Please include part-time employees, each counting as one.

💡 Insights

🔵	None	7
🟠	1-9	96
🟢	10-19	15
🔴	20-49	9
🟣	50-99	1
🟤	100 and more	0
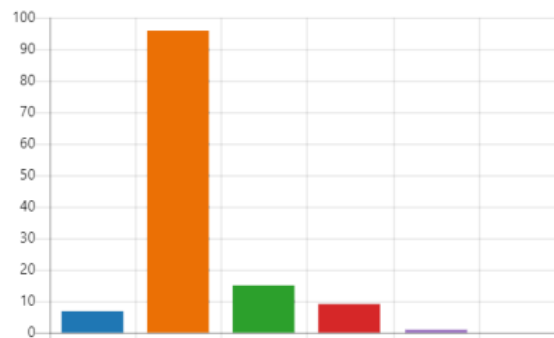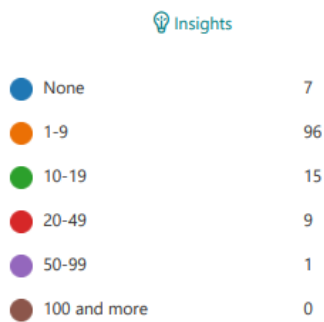
7. How was your company created?

🔵	Through EIT Health activities	3
🟠	With EIT Health funding	5
🟢	Separately from the EIT Health	120

8. Are you currently being supported by EIT Health? This can be financially, through networking activities, education, etc.

🔵	Yes	51
🟠	No, the support of EIT Health ...	29
🟢	No, the support of EIT Health ...	37
🔴	No, the support of EIT Health ...	3
🟣	No, I was not supported by th...	8

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9. Revenue of the last 12 months

● None	43
● Less than €0.5 million	66
● €0.5 – 1 million	14
● €1 – 2 million	4
● €2 - 5 million	1
● €5 – 10 million	0
● More than €10 million	0
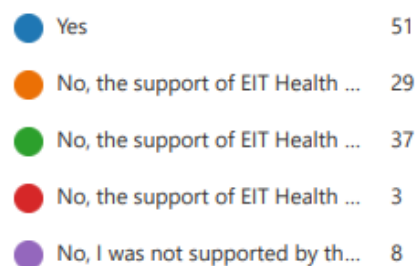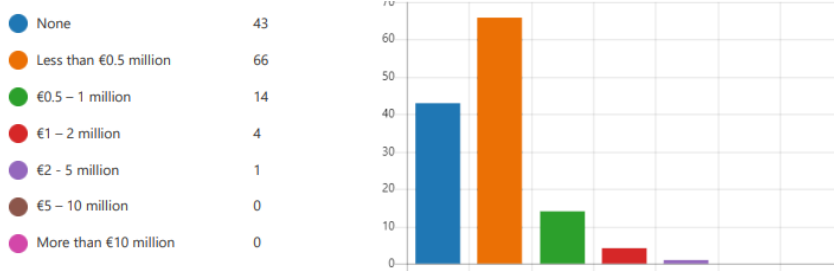
10. Direct jobs: *You have a good reason to conclude that these jobs have been created within your company directly because of your involvement with EIT Health.*

- Sum: 124 jobs from 123 different respondents

11. Indirect jobs: *Jobs created within your company that engagement with EIT Health may have had an influence on.*

- Sum: 134 jobs from 124 different respondents

12. Sustained jobs: *Jobs within your company that would have disappeared but were safeguarded because of engagement with the EIT Health.*

- Sum: 79 jobs from 122 different respondents
- One of the respondents claims that indirectly, via the engagement with EIT Health, the company will be "saved" and this means keeping a total of 120 jobs

13. Referring to the jobs that you have reported in the question above, would you say that any of these jobs fall into what could be considered as qualitatively new job types / families?

New job type can include recently emerging, new, innovative and/or adapted job profiles.

💡 Insights

● Yes	28
● No	61
● I do not know	36
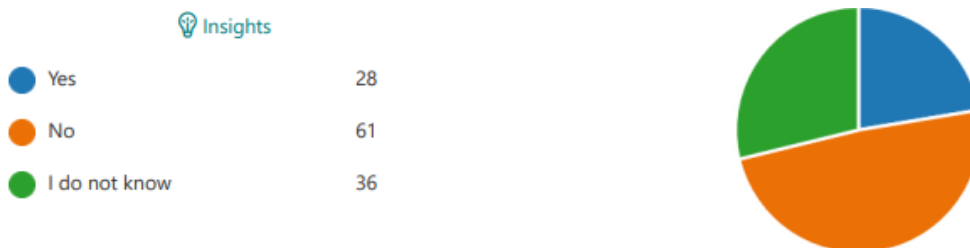
14. Please the job titles, or a concise description, of the new job types created as a result of your engagement with EIT Health:

*Example job types listed:*

- Researcher / Research Scientist / Research Engineer
- Business Developer
- CEO
- Algorithm Developer

- Quality Assurance and Regulatory Assurance worker
- R&D Director
- Project Manager
- Digital Sales Director

15. How many people are employed by your organization in these job types?

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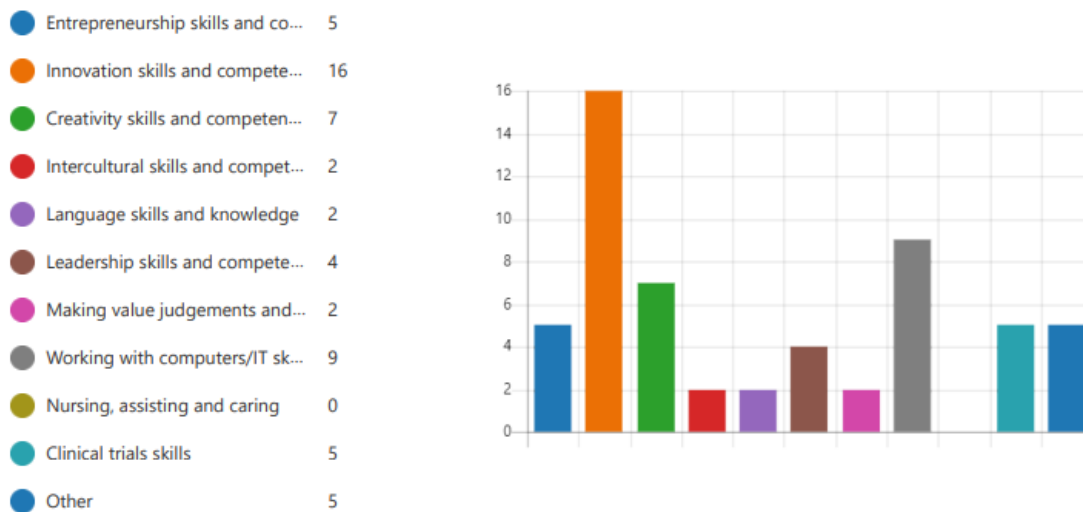
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Please include part-time employees, each counting as one.

- Sum: 70 jobs from 28 different respondents

16. Referring to the jobs that you have reported in the question above, would you say that the people employed in any of these jobs helped to fill skill gaps and/or skill shortages existing in the sector?

🔵 Yes	24	
🟠 No	2	
🟢 I do not know	2	
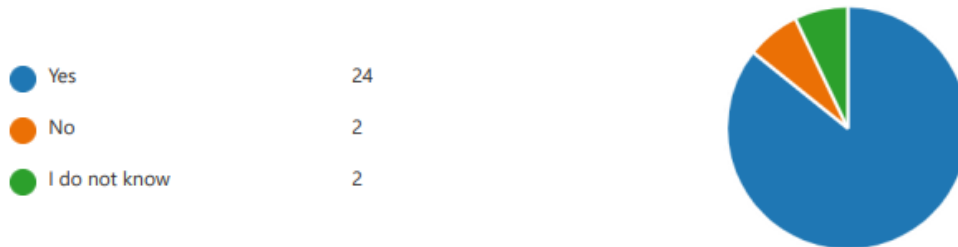
17. Please provide which of the following skill gaps / skill shortages were filled as a result of your engagement with EIT Health.

|		
🔵 Entrepreneurship skills and co...	5	
🟠 Innovation skills and compete...	16	
🟢 Creativity skills and competen...	7	
🔴 Intercultural skills and compet...	2	
🟣 Language skills and knowledge	2	
🟤 Leadership skills and compete...	4	
🟣 Making value judgements and...	2	
⚫ Working with computers/IT sk...	9	
🟡 Nursing, assisting and caring	0	
🔵 Clinical trials skills	5	
🔵 Other	5	

18. To the best of your knowledge, how many of the new job types created helped to fill the skill gaps/shortage?

Please indicate the number of new positions, counting each part-time employee as one.

- Sum: 48 jobs from 24 different respondents

19. What type of organizations do you have collaborations with?

🔵 Research institutes	70	
🟠 Universities	72	
🟢 SMEs	70	
🔴 Large enterprises	52	
🟣 Companies that operate in a d...	21	
🟤 Non-Governmental Organizati...	15	
🟣 Public authorities (e.g. munici...	25	
⚫ Other	16	
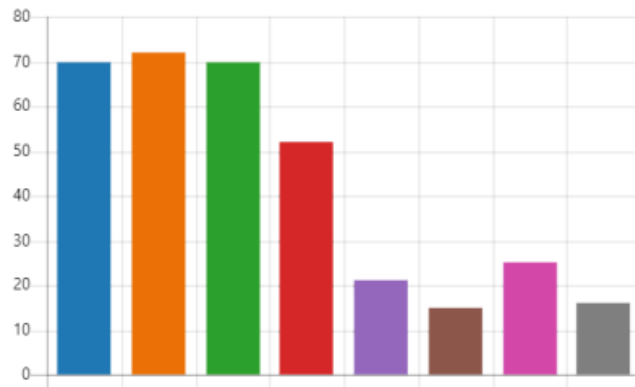
20. What type of collaborations do you have with these organizations?

🔵 We implement R&D activities ...	75
🟠 We improve our products and...	46
🟢 They improve their products a...	25
🔴 They help us design our prod...	43
🟣 We help them design their pr...	12
🟤 They buy our products and / o...	38
🟣 We buy their products and / o...	22
⚫ We shape our strategy based ...	38
🟡 They shape their strategy base...	5
🔵 We engage in networking and...	21
🔵 We hire people that they educ...	10
🟠 They hire people that we educ...	7
🟢 We provide training program...	12
🔴 They provide training progra...	8
🟣 Their employees do traineeshi...	9
🟤 Our employees do traineeship...	2
🟣 We have staff exchange sche...	3
⚫ We organise events together	18
🟡 Other	9

21. Please indicate the overall effectiveness / strength of the collaborations you have as a result of your engagement with EIT Health.

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|	
● Not effective	17
● Somewhat effective	30
● Effective	41
● Very effective	30
● Extremely effective	4

22. Please estimate to what extent your involvement with EIT Health has contributed to the creation of innovation and business ecosystems:

■ No impact ■ Somewhat impactful ■ Impactful ■ Very impactful ■ Extremely impactful
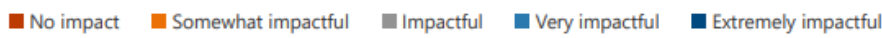
Innovation ecosystems: An innovation ecosystem stands for a collaboration of a network of...

Business ecosystems: A business ecosystem stands for a collaboration of a network of actors, including...
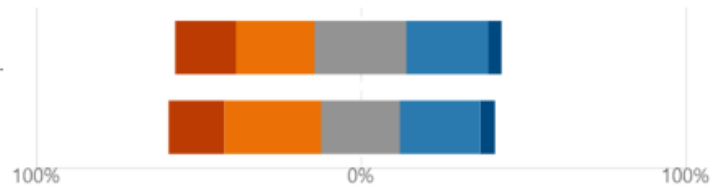
23. What is your opinion on the level of gender-sensitivity in the following EIT Health policies/activities?

■ Highly unsatiscfactory ■ Somewhat unsatisfactory ■ Somewhat satisfactory ■ Highly Satisfactory
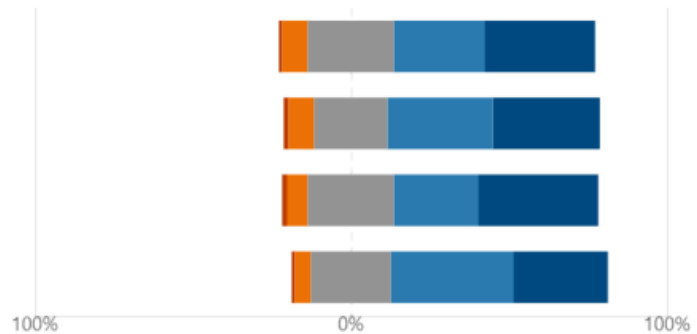■ I am not interested in this policy/activity area

Gendered considerations throughout the selection process

Gendered considerations throughout the evaluation process

Providing gender-relevant activities

Employees behave in a gender-sensitive manner

24. Please indicate initiatives / programmes your company applied to, received funding from, or contributed to through your activities with EIT Health:

| Initiative	Count
H2020/Horizon Europe (Join P...	50
Erasmus+	3
Connecting Europe Facility (CE...	0
Europe's programme for small...	3
European Structural and Inves...	1
Innovative Medicines Initiative...	3
One Health/ Antimicrobial Res...	1
InvestEU	4
Single Market Programme	1
Venture Centre of Excellence (...	3
Europe 2020 agenda (employ...	2
Other EIT Health projects (e.g....	38
National initiatives	25
None	19
Other	22
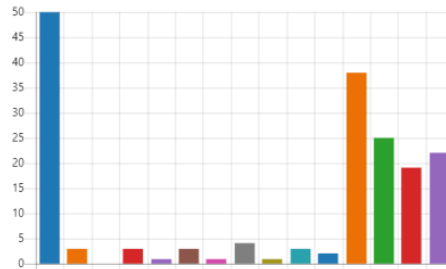
25. In your opinion, to what extent have the activities of your company contributed to the achievement of EIT Health objectives?

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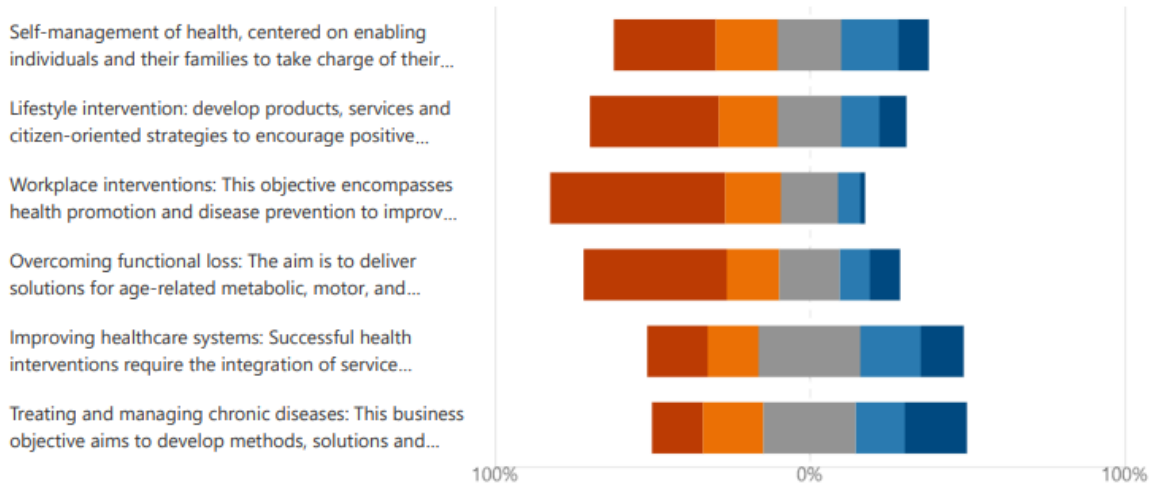
26. The following table concerns the societal impact of the actions of your company within the European Union. Based on your best estimates, please choose the response that best reflects the impact of your company on the given indicators within the European Union.

Note: Only choose 'No impact' if the activities of the company were intended to have an impact, otherwise choose the final column.
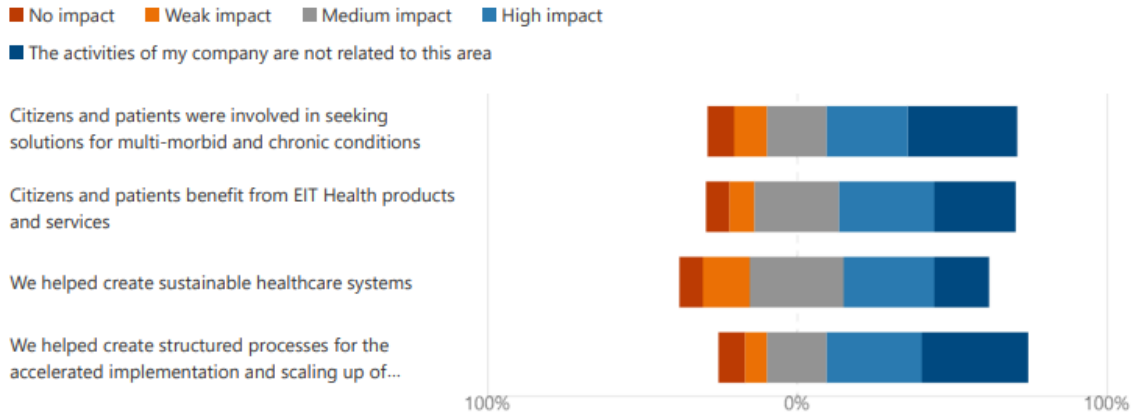
27. To the best of your knowledge, what is the revenue from innovations developed through engagement with EIT Health and subsequently launched on the market?

Consider the time period from your company's first commercialization on the market until today.

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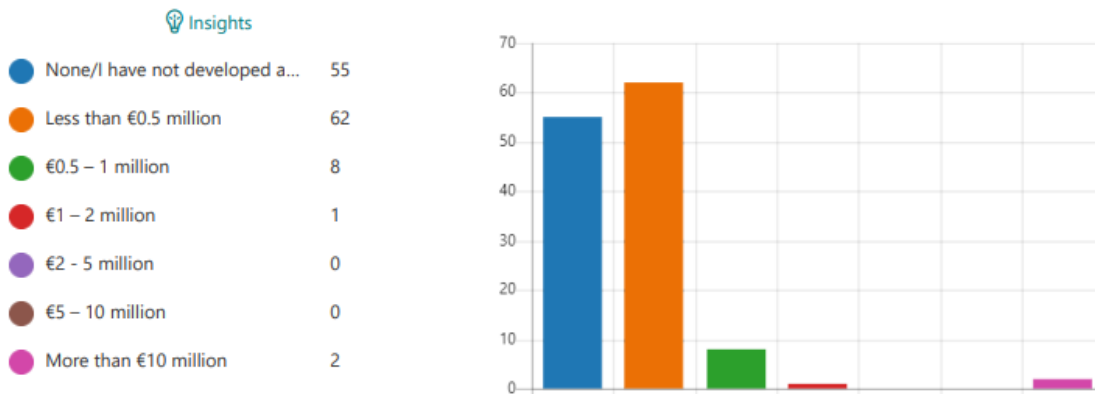
28. To the best of your knowledge, what is the impact of your engagement in the activities of EIT Health on the contribution to your company's revenue growth?

Insights	
None	52
Less than 5%	28
5-10%	14
10-20%	18
20-50%	10
More than 50%	6
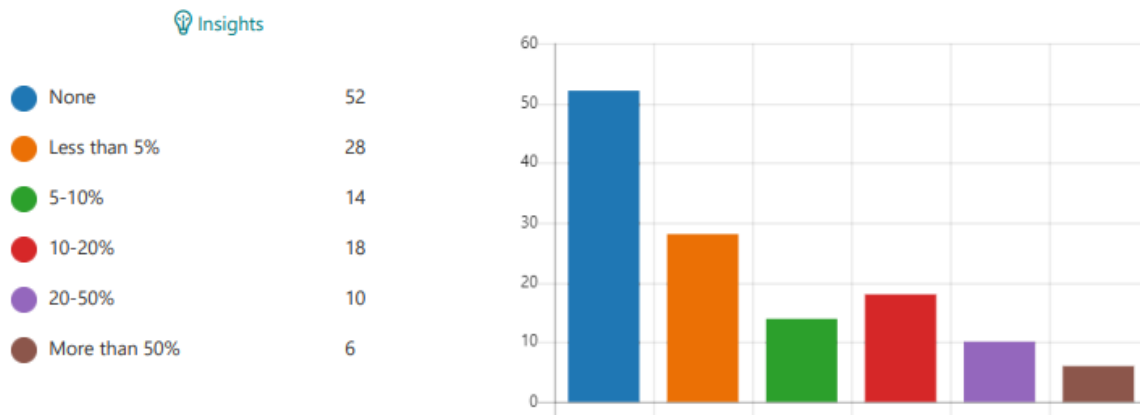
29. To the best of your knowledge, what is the impact of your engagement in the activities of EIT Health on the contribution to your company's profitability growth?

Insights	
None	59
Less than 5%	26
5-10%	14
10-20%	18
20-50%	7
More than 50%	4

30. How would you rate your experience in the following EIT Health activities?

Legend:
- Highly Unsatisfactory
- Somewhat unsatisfactory
- Neutral
- Somewhat satisfactory
- Highly satisfactory
- I have not been involved in this activity

- Innovation projects
- Accelerator and its programmes (Bootcamps, Investor network, Fast Track, Venture Centre of Excellence etc.)
- Think Tank activities
- Education for MSc and PhD students
- Education for healthcare professionals
- Education for executives
- High Value Care Forum
- Cultivating partnerships across the health and related sectors

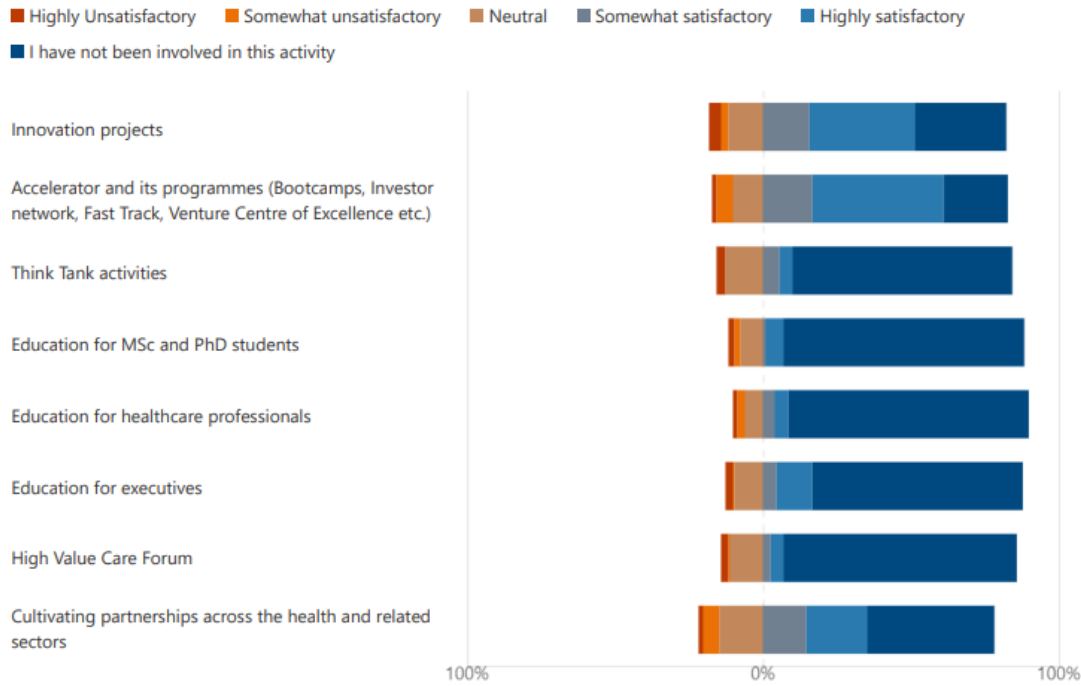**31. What recommendations do you have to improve EIT Health based on the needs of your organization?**
(Choose up to 3)

Recommendation	Count
More networking/matchmakin...	61
More educational offerings	9
More collaboration opportuni...	57
More knowledge-sharing opp...	15
More mentoring opportunities	28
Better targeted advisory servic...	34
More information on how to n...	31
Regular updates on EIT Health...	24
Better access to co-creation e...	30
Stronger support in accessing ...	82
More matchmaking opportuni...	36
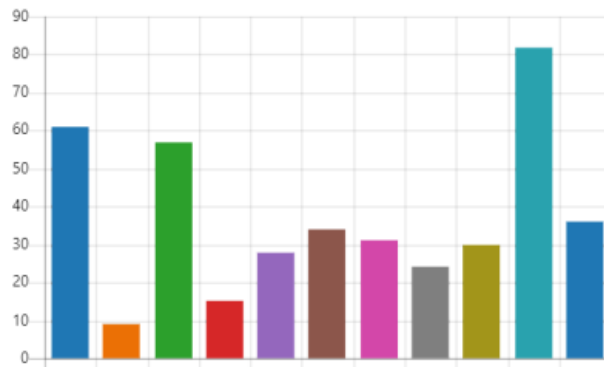
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32. Based on your overall involvement and experience with EIT Health, to what extent do you see value in it?

●	Good, as is	34
●	Good, but there is room for i...	82
●	Bad, but it could be made bett...	10
●	Bad, and it should be abando...	1

33. Please provide any final comments you have here.

Positive feedback:

- Some respondents thanked EIT Health for their support and look forward to further collaborations. One respondent also praised the mentoring programme. Example feedback includes:
  o "EIT Health is an amazing vehicle and we are thrilled to have joined the community. We look forward its constant evolution!"
  o "EIT Health was the first organisation to trust our company with funding and support through the Headstart programme. It cannot be overstated how instrumental this support has been in getting our company traction, as it gave us the little push we initially needed to start paying for priority services, then giving us credibility and support for public and private funding. Without EIT Health, it is clear to me our company would not exist today."
  o "Good job EIT Health!"

Suggestions:

- making changes to the EIT Health list of supported technology to stimulate innovation (include new technology connecting multiple fields of science, not only biotech, MedTech and digital health)
- lower or no fee obligation for start-ups to participate in EIT Health activities
- include support for scale-ups, SMEs and companies in the phase of their first commercialization (e.g., introducing a call between the stage related to Headstart and the stage related to Catapult and/or providing financial support for companies with low revenues)
- decrease focus on academic players, however, increase emphasis on start-ups and allow them to lead projects with adequate remuneration

Negative feedback:

- need for a better alignment of EIT Health strategy with H2020 programmes
- need for better communication of EIT Health towards supported ventures, also after the official support ceases (ventures indicate lower responsiveness on part of EIT Health)
- need for a more user-friendly EIT Health official website (to better navigate through the information available, as well as to gain a better understanding about which supporting activities are available to newcomers and as a continuation of previous support programmes)
- need for a better orientation in the EIT Health Headstart reporting portal
- need for more flexible budgeting rules (room for moving the project budget across years would be especially appreciated during the pandemic), however, the number of changes in the budgeting and reporting rules should be limited to a minimum to allow for a better predictability of project finances

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- need for lower bureaucracy put on start-ups when applying for basic funding
- need for more frequent information-sharing regarding funding / matchmaking opportunities
- increasing the number of opportunities to receive feedback from investors and large corporates, including better and more involved investors in Investors Network
- need for a simplified access to funding opportunities and introducing a better agenda / official programme to networking / mentoring / matchmaking activities to increase its relevance (avoiding a "chit-chat"), e.g., more focus put on market / sales matchmaking with relevant stakeholders
- need for an intensified support across EIT Health support programmes/activities, especially in the funding area

17.3 ANNEX III. Summary of the interviews

Table 58: List of the assessment interviews conducted

Name of the interviewee	Position of the interviewee	Time and date of the interview	Type of the interview
Mr. Jan Philipp Beck	CEO	12:30 – 14:00, 24.01.2022	Joint interview
Mr. Peter Lauffs	COO	12:30 – 14:00, 24.01.2022	
Mrs. Cristina Bescos	Director of Innovation EIT Health, Managing Director EIT Health Spain	14:00 – 15:30, 24.01.2022	Joint interview
Mrs. Celine Carrera	Director of Education, EIT Health	14:00 – 15:30, 24.01.2022	
Mr. Kurt Höller	Director of Business Creation, EIT Health	14:00 – 15:30, 24.01.2022	
Mr. Balázs Fürjes	Managing Director, EIT Health InnoStars	16:15 – 17:45, 24.01.2022	Joint interview
Mrs. Mónika Tóth	EIT Health RIS Director	16:15 – 17:45, 24.01.2022	
Mr. Dan Hardy	Head of Operations Development	14:00 – 14:30, 27.01.2022	Individual interview
Mrs. Nuria Calves Venturos	Representative of Educational Partners – Research project officer at Université Grenoble Alpes	9:00-10:00, 04.02.2022	Joint interview

Name of the interviewee	Position of the interviewee	Time and date of the interview	Type of the interview
Mr. Christophe Moinard	Representative of Educational Partners (Director of the SIGNÉ Federative Research Structure at Université Grenoble Alpes)	9:00-10:00, 04.02.2022	
Mr. German Gutierrez Rubio	Representative of the Business Partners (Integrated Health Solutions Business Director at Medtronic Ibérica S.A)	15:00-16:00, 04.02.2022	Joint interview
Mr. Jorge Posada López	Representative of the Business Partners (HIS Innovation Portfolio Manager at Medtronic Ibérica S.A)	15:00-16:00, 04.02.2022	

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REGULATION (EC) No 294/2008 OF THE EUROPEAN PARLIAMENT AND OF THE COUNCIL of 11 March 2008establishing the European Institute of Innovation and Technology, received from EIT on 02.11.2021

REGULATION (EU) No 1292/2013 OF THE EUROPEAN PARLIAMENT AND OF THE COUNCIL of 11 December 2013amending Regulation (EC) No 294/2008 establishing the European Institute of Innovation and Technology, received from EIT on 02.11.2021

DECISION No 1312/2013/EU OF THE EUROPEAN PARLIAMENT AND OF THE COUNCIL of 11 December 2013on the Strategic Innovation Agenda of the European Institute of Innovation and Technology (EIT): the contribution of the EIT to a more innovative Europe, received from EIT on 02.11.2021

DECISION 13/2021 of the Governing Board of the European Institute of Innovation and Technology (EIT) on the principles of financial sustainability of knowledge and innovation communities (KICs), https://eit.europa.eu/sites/default/files/2021-13_20210317-gb66-13_new_eit_fs_principles.pdf, accessed on 01.11.2021

DECISION 4/2015 of the Governing Board of the European Institute of Innovation and Technology (EIT) on principles on KIC's financial sustainability, https://eit.europa.eu/sites/default/files/EIT%20GB%20Decision%20on%20principles%20on%20KIC%20Financial%20Substainability.pdf, accessed on 01.11.2020.

DUNA Portal Grant Reporting and Business Planning modules (access granted by EIT)

EIT and KICs websites (deliverables included on websites, as well as those submitted alongside KIC reports)

Documents provided by EIT:

- Key EIT documents (e.g., old EIT Regulation and EIT Regulation (recast), EIT Financial Regulation, EIT SIA 2014-2020 and EIT SIA 2021-2027, Triennial Work Programmes, Single Programming Documents)
- Calls for KIC Proposals documentation; KIC Proposals
- Framework Partnership Agreements (repealed by 31 December 2020), new Partnership Agreements and KICs' Strategic Agendas (originals and any later updates)
- KICs Business Plans and Reports for relevant years and experts' assessments
- KIC Assessments: Business Creation, Education, Knowledge Triangle integration, Innovation
- RIS Evaluation 2020
- EIT consolidated reports on the KIC Monitoring/GB Rapporteur visits and reports
- Specific EIT guidance to KICs (e.g., governance, code of conduct, etc.)
- EIT Principles on KICs' Financial Sustainability (old and new)
- EIT Guidance on the EIT Regional Innovation Scheme (EIT RIS) 2018-2020 and EIT RIS Implementation Framework 2021-2027
- EIT Good Governance Principles and respective assessments
- ECA Reports and Recommendations
- EIT Interim Evaluations (2017)
- EIT Impact Study (PwC)
- KICs' action plans for tackling specific issues (i.e., EIT and EU co-branding; communications strategy; Project Partners, etc.)
- Multi-annual Dashboard
- Annual Grant KIC Performance Assessment Reports
- EIT GB Strategic Recommendations issued during the assessed period
- EIT GB Rapporteur Reports
- Communications Activities Assessments

Documents provided by EIT Health:

- EIT Health Financial Sustainability Strategy
- Innovation projects portfolio dashboard
- Data on firms that have benefitted from KIC support and Start-ups support online dashboard (ﾠ)
- Covid-response activities summary and access to documentary
- Alumni programme presentation and core data
- Partnership data
- Communications dashboards and presentations (central and InnoStars)
- Relevant EU Policies documents
- EIT approved Success Stories 2017-2020
- EIT Health Business Plan Calls BP 2017 – BP 2022

17.5 ANNEX V. List of data sources

Name of table	Data source
Assessment Criteria, Indicators, and Their Relevant Chapters	Seven-year Comprehensive Assessment of EIT KICs (2021 –2027), provided by EIT
7-Year Assessment Scoreboards	Seven-year Comprehensive Assessment of EIT KICs (2021 –2027), provided by EIT
Citizens' engagement in EIT Health activities	EIT Health Citizen and Patient Engagement OVERVIEW _ 02 2022
Internal KPIs and their target values (Strategic Agenda 2016 – 2022)	Strategic Agenda 2016 – 2022
External KPIs and their target values (Strategic Agenda 2016 – 2022)	Strategic Agenda 2016 – 2022
Views of the supported ventures on effectiveness of their collaborations	Survey conducted by the Contractor among supported ventures
KT distribution across EU regions 2021	Partnership Evolution 2016-2021 table, provided by EIT Health
Trend of new active partners over the 7-year period	Partnership Evolution 2016-2021 table, provided by EIT Health
Planned number of partners in the Strategic Agenda	Strategic Agenda 2016 – 2022

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Name of table	Data source
Good Governance Principles assessment	Good Governance assessment grids
Management cost evolution of EIT Health	DUNA portal – Grant Reporting page
Overview of EIT Health target revenue, 2021-2027	Strategic Agenda 2021 - 2027
EIT Health revenue sources	DUNA portal – Grant Reporting and Business Plan pages
EIT Health target financial activities, 2016-2022	Strategic Agenda 2016 – 2022
EIT Health Achieved Financial Activities, 2016-2020	DUNA portal – Grant Reporting page
Generated revenue yearly breakdown	DUNA portal – Grant Reporting page
Annual FS-coefficient	Multiannual dashboards
Target co-funding rate	Multiannual dashboards
EIT Health annual co-funding rates	DUNA portal – Grant Reporting page
EIT Health indicative KAVA Budget from 2016-2021 Strategic Agenda	Strategic Agenda 2016 – 2022
EIT Financed Health KAVA cost allocation, 2016-2020	DUNA portal – Grant Reporting page
KIC's core and associate partners, 2021	Partnership Evolution 2016-2021 table, provided by EIT Health
Collaborations of a supported ventures with different types of stakeholders	Survey conducted by the Contractor among supported ventures

Name of table	Data source
Partner Distribution Across CLCs	Partnership Evolution 2016-2021 table, provided by EIT Health
EIT and Health Sector Skills Obtained by Students	Survey conducted by the Contractor among EIT-labelled and non-labelled educational programme students and graduates
Types of activities the surveyed supported ventures engage in through EIT Health collaborations	Survey conducted by the Contractor among supported ventures
Evolution of budget, KTI, Innovation Ecosystem and CLCs	EIT Health KPIs 2016-2021 table, provided by EIT
Target and achieved values of EIT Health graduates	DUNA portal – Grant Reporting and Business Plan pages
Evolution of budget, Education and Alumni	EIT Health KPIs 2016-2021 table, provided by EIT
Number of products (goods or services) or processes launched on the market	DUNA portal – Grant Reporting and Business Plan pages
Evolution of budget, Research and Innovation	EIT Health KPIs 2016-2021 table, provided by EIT
Number of jobs created in the KIC-supported SMEs as a direct result of supported projects	Survey conducted by the Contractor among supported ventures
Number of jobs created in new business organizations as a direct result of supported projects	Survey conducted by the Contractor among supported ventures
Number of key KT partners within InnoStars	Partnership Evolution 2016-2021 table, provided by EIT Health
Action lines of the EIT RIS Guidance note 2018-20	EIT Regional Innovation Scheme, Implementation Guidance Note 2018–2020

Name of table	Data source
EIT CORE KPIs 2017-2020	EIT CORE KPIs 2017-2020 provided by EIT
EIT Core KPIs 2021 (RIS)	EIT CORE KPIs 2017-2020 provided by EIT
RIS budget allocation	EIT Health KPIs 2016-2021 table, provided by EIT
Synergies with other European and international initiatives (Original proposal)	Form B2 Proposal: InnoLife
Innovation and synergies as defined in the Strategic Agenda 2016-2022	Strategic Agenda 2016-2022
Relation between initiatives / programmes and EIT Health priority areas	Form B2 Proposal: InnoLife, Strategic Agenda 2016-2022, yearly Business plans and other KIC's previous evaluations
H2020 funded projects	EU-funded Collaborative Projects (Excel sheet provided by the EIT Health)
Annual cross-KIC budget allocation	EIT Health KPIs 2016-2021 table, provided by EIT
Social media activity of the KIC	Communication dashboards provided by EIT Health
Evolution of budget, Communication, Dissemination and Outreach	EIT Health KPIs 2016-2021 table, provided by EIT