

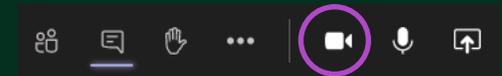
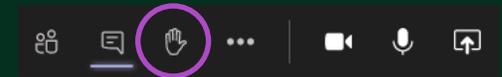
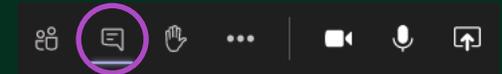
# Nordic Info-meeting The Innovative Health Initiative (IHI) and Call 12

Wed 10th December 2025



# Meeting etiquette

- Digital meeting, please keep your mic on mute!
- Please hold on to your questions until the discussion part in the end of the session.
- Please raise your hand when you would like to ask a question during the Q&A or place your question in the chat.
- The presentation will be available to download after the meeting on the same page where you registered.



# Agenda

Welcome

10:05 **Introduction to IHI and Call 12**

*Nathalie Seigneuret*

*Senior Scientific Officer, IHI*

Q&A

10:40 **Presentations by the Trade Associations**

*Jeroen Schuermans*

*Director Strategic Initiatives, MedTech Europe*

*Nicolas Creff,*

*Associated Director Research Partnerships, EFPIA*

11:00 **Sharing of experience**

*Anne Hjelle*

*Research Manager at Stavanger University Hospital*

*Anders Nordell*

*Co-founder and CEO at Collective Minds Radiology AB*

Q&A



# The Nordic States' Representative Group for IHI

## The Norwegian SRG members:



Margarethe Biong, IHI SRG member, NCP and PC member of Cluster 1, Cancer Mission, [mbi@forskningsradet.no](mailto:mbi@forskningsradet.no)



Gloria Traina, IHI SRG Member, Norwegian Ministry of Health and Care Services, [gloria.traina@hod.dep.no](mailto:gloria.traina@hod.dep.no)

## The Swedish SRG members:



Dobril-Philip Petkov, IHI SRG, [dobril.petkov@vinnova.se](mailto:dobril.petkov@vinnova.se)



Nadine Schweizer, NCP and PC member of Cluster 1, [nadine.schweizer@vinnova.se](mailto:nadine.schweizer@vinnova.se)

## The Finnish SRG member:



Sampo Sammalisto, NCP for Horizon Europe Cluster 1, IHI SRG, Business

Finland (Health) [sampo.sammalisto@businessfinland.fi](mailto:sampo.sammalisto@businessfinland.fi)

## The Danish SRG members:

Emma Winther, IHI SRG member NCP and PC member of Cluster 1, Cancer Mission, [ehw@ufm.dk](mailto:ehw@ufm.dk)

Lasse Wolthers, IHI SRG member, NCP and PC member of Cluster 1, Cancer Mission, [lwol@ufm.dk](mailto:lwol@ufm.dk)



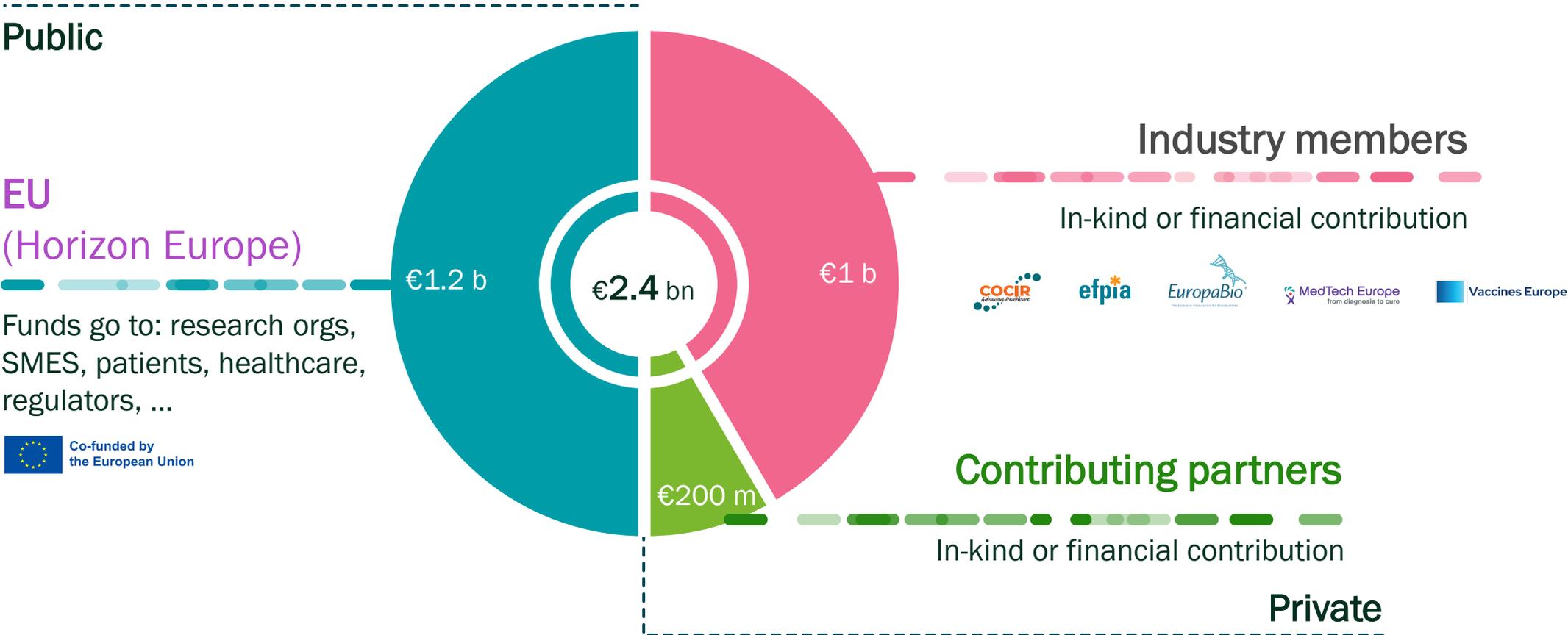
# Introducing IHI and Call 12

**Boosting innovation for a  
competitive European health  
ecosystem**

Nathalie Seigneuret  
10.12.2025 • Nordic Info Session • online •  
[nathalie.seigneuret@ihi.europa.eu](mailto:nathalie.seigneuret@ihi.europa.eu)

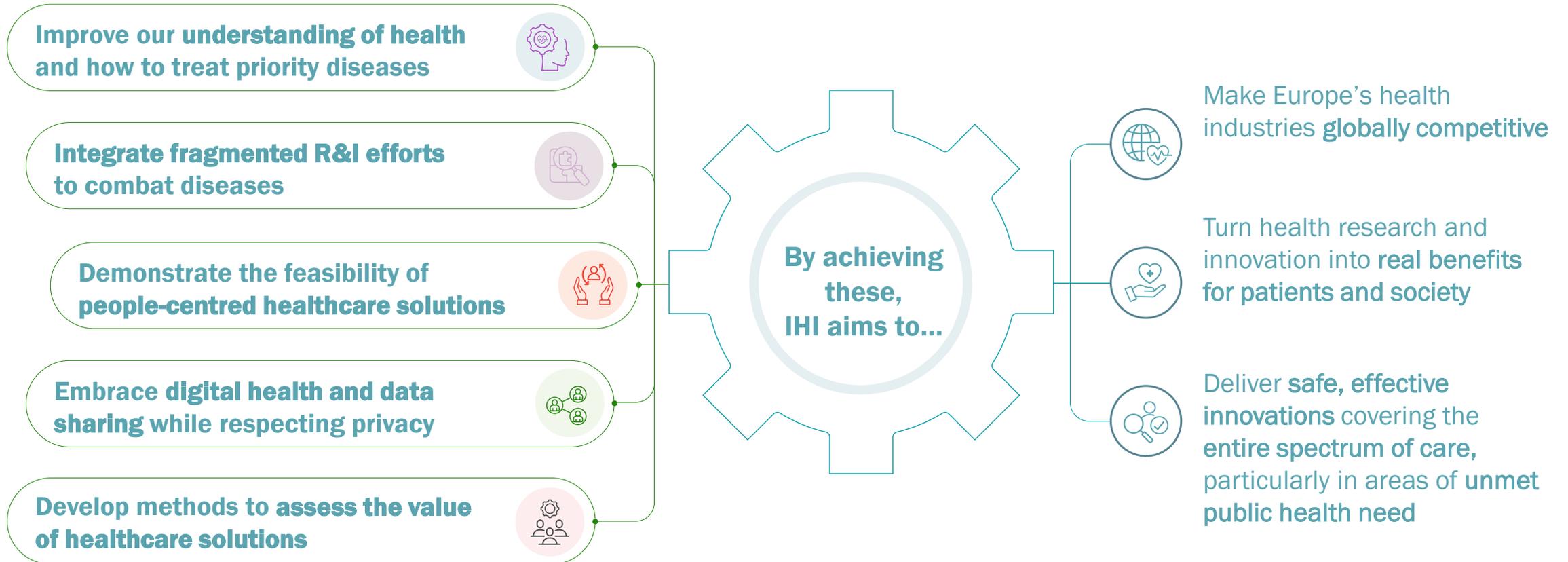
# We are a public-private partnership...

The partners contribute equally to our €2.4 billion budget



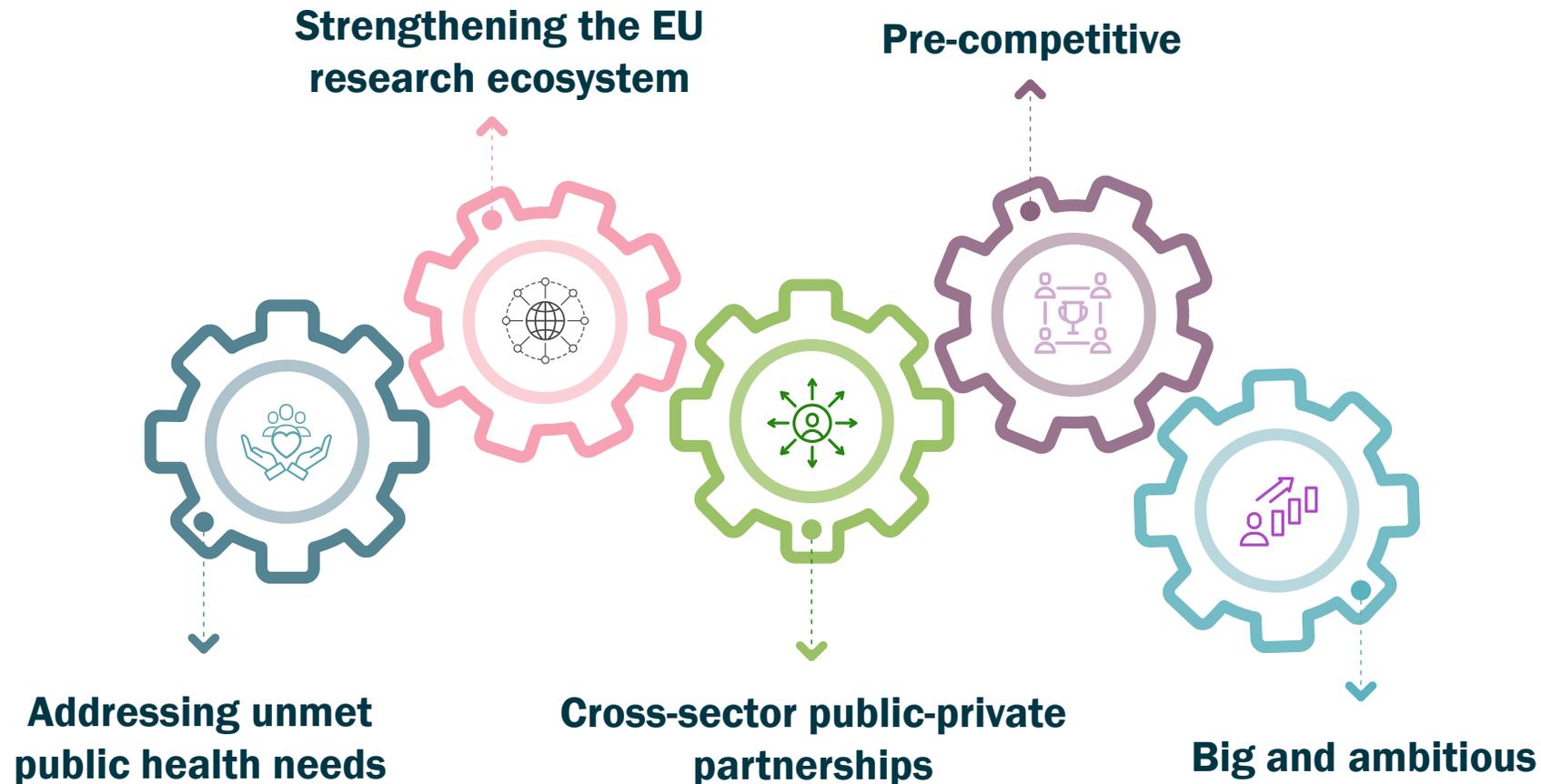


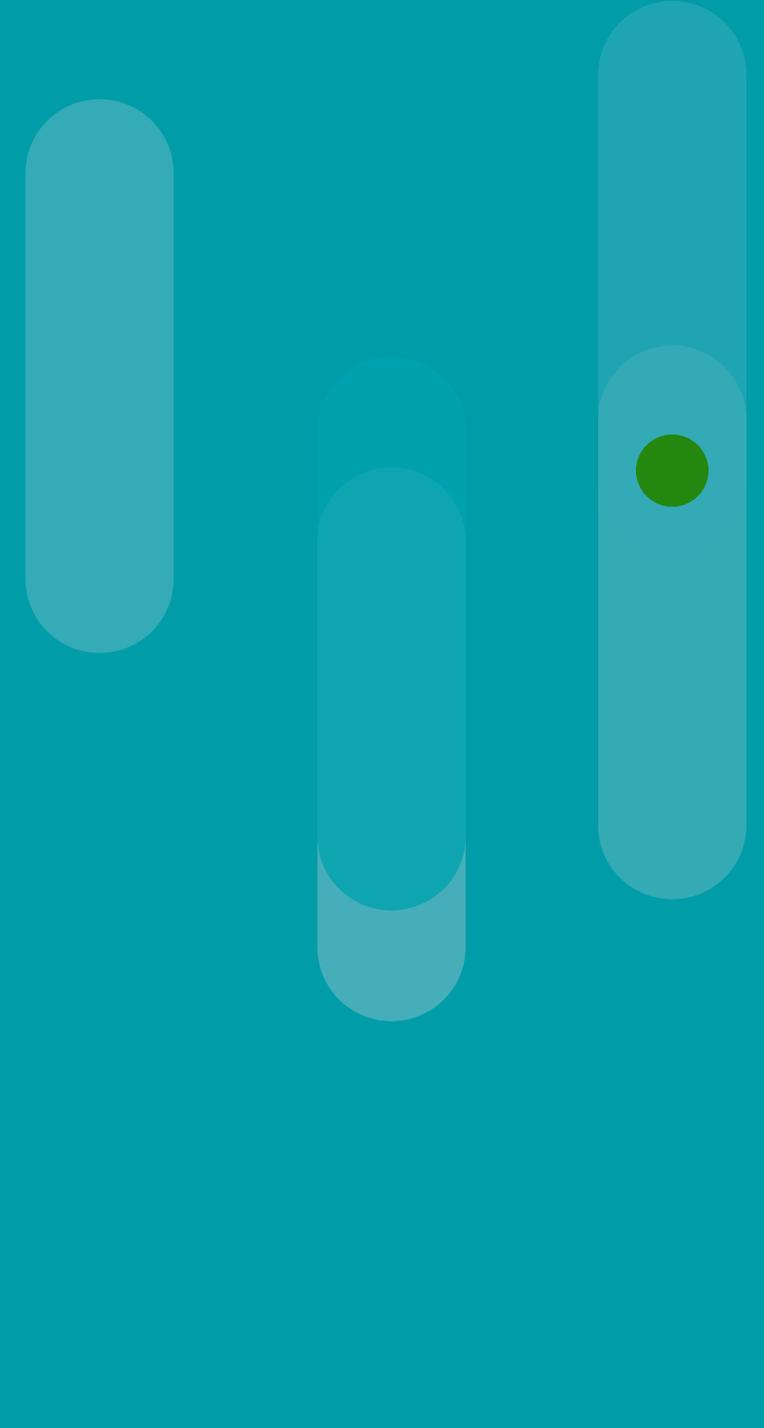
# IHI's purpose – from objectives to impacts



# What does an IHI project look like?

IHI projects are...





# **Introducing Call 12**

**Boosting innovation for a competitive  
European health ecosystem through an  
applicant-driven approach**

# IHI Call 12

- New applicant-driven Call, taking into account experience from pilot Call 9.
- Create additional research opportunities and harness new science and technologies through a broad scope.
- Be attractive to innovative proposals and to a range of new stakeholders including smaller players, private members that might be not already involved in IHI activities.
- Provide opportunities for new cross sectoral collaborations in line with IHI's general and specific objectives.
- Enhance openness and co-creation of research ideas to projects.

# IHI Call 12

## Boosting innovation for a competitive European health ecosystem



Strategic Research  
and Innovation  
Agenda



- IHI Call 12 comprises 5 topics, each focusing on one of the five IHI Specific Objectives (SOs)
- The call contains an introduction and general elements to be considered for all topics
- The overall aim is to fund pre-competitive research and innovation actions that are in line with the general objectives of IHI and address at least one of IHI SOs as set out in the IHI [Strategic Research and Innovation Agenda \(SRIA\)](#)

It is important to read carefully the introduction to the Call and general elements to be considered for all topics

NB - In the context of IHI, pre-competitive refers to collaborative research among potential competitors addressing common challenges, building knowledge and developing foundational technologies or standards that benefit all the actors in that research space, rather than individual companies.

# IHI Call 12 - Topics

## Five topics (T), each focusing on one of the five IHI Specific Objectives (SOs)

**T1:** contribute towards a better understanding of the determinants of health and priority disease areas;



**T2:** integrate fragmented health research & innovation efforts bringing together health industry sectors and other stakeholders, focusing on unmet public health needs, to enable the development of tools, data, platforms, technologies & processes for improved prediction, prevention, interception diagnosis, treatment and management of diseases, meeting the needs of end-users;



**T3:** demonstrate the feasibility of people-centred, integrated healthcare solutions;



**T4:** exploit the full potential of digitalisation and data exchange in healthcare;



**T5:** enable the development of new and improved evaluation methodologies and models for a comprehensive assessment of the added value of innovative and integrated healthcare solutions.



# General elements to be considered for all topics

- Most activities are expected to be cross-sectoral, and may cover the whole health innovation chain including but not limited to:
  - discovery of new molecules, mechanisms of action, processes, technologies;
  - development and testing of these discoveries;
  - development of methodologies for assessment of safety, health outcomes or health-economic evaluation;
  - standardisation activities;
  - contribution to regulatory science;
  - pilots/proofs of feasibility including in-silico trials.

# General elements to be considered for all topics

- Proposals that aim to demonstrate the feasibility and/or scalability of integrating solutions into national or regional healthcare systems and/or of innovations are welcomed.
  - ✓ Remember: Research should remain at the pre-competitive level and translate into solutions that can be applied by all players in the ecosystem.
- Proposals can ONLY be submitted under one topic, so please consider which Specific Objective is the most relevant to the primary focus of your proposal.
- Applicants must clearly justify the alignment of the objectives of their proposed work with the Specific Objective selected. Considering the complementarity of the IHI JU Specific Objectives, proposals may also cover aspects related to other Specific Objective(s). If so, applicants should also highlight this in their proposal

# IHI Call 12 - Scope for each topic

Assemble a **collaborative public-private partnership consortium** reflecting the integrative and cross-sectoral nature of IHI that is capable of addressing the challenge(s) and scope of the selected IHI Specific Objective and described in more detail in the IHI SRIA.

Applicants should consider the following points in their proposals:

**a) Address an unmet public health need** based on at least one of the below:

- high burden of disease for patients and/or society
- high economic impact of the disease for patients and society;
- transformational nature of the potential results on innovation processes

# IHI Call 12 - Scope for each topic

- b) Demonstrate the ability to translate research into innovative solutions that can be integrated/implemented into the healthcare ecosystem and/or in industrial processes.
- c) Carry out a landscape analysis to avoid unnecessary overlap and duplication of efforts with existing initiatives/projects and to identify potential synergies and complementarities with the relevant ones. The proposal should include a plan on how to synergise with these identified initiatives.

When applicable, relevant aspects of **patient-centricity** to be considered

# IHI Call 12 - Expected outcomes for each topic

- Outcomes to be defined by the applicants, ensuring that they contribute to at least one of IHI's potential outputs linked to the relevant Specific Objective as set out in the [IHI SRIA](#)
- Address public health needs and support the development of future health innovations that are safe, people-centred, effective, cost-effective and affordable for patients and for health care systems. Expect also to benefit the relevant stakeholders in the healthcare ecosystem.
- May cover the entire spectrum of care and be centred around disease areas, key themes or approaches such as prevention, personalised medicine, and chronic disease management. They may also include enabling solutions for digitalisation, artificial intelligence, regulatory science, greener and more sustainable healthcare, and the deployment and use of these solutions into practice.

# IHI Call 12 - Expected impacts

The actions to be funded are expected to contribute to:

- one or more IHI JU's expected impacts linked to the Specific Objective selected as set out in the IHI JU SRIA.
- strengthening the competitiveness of the EU's health industry
- the implementation of relevant aspects of the [EU's Life Sciences Strategy](#) (topic specific)

# What should you think about?

To be good fit to IHI, your proposal should be:

- Precompetitive
- Contribute directly to IHI's objectives and address specific objectives
- Address an unmet public health need
- Cross sectoral
- Public – private in nature, leveraging contributions from:
  - industries part of the IHI industry associations (EFPIA –including Vaccine Europe-, COCIR, MedTech Europe and EuropaBio)
  - EU public funding – Horizon Europe
  - if relevant, also from Contributing Partners (upon approval by IHI Governing Board)
- Innovative and ambitious and will deliver clearly-described impacts on society, science, competitiveness of the EU's health industry and implementation of the [EU's Life Sciences Strategy](#)

# A standard, single-stage IHI call

You need to build / join a public-private partnership

**Read our:**  
[Guide for Applicants](#)  
and other  
[key call documents](#)

## Consortium size

At least 1 organisation established in an EU Member State +  
2 organisations established in the EU or a country associated to  
Horizon Europe.

## Entities eligible for funding

Restrictions regarding eligibility for funding for entities based in countries  
recently associated to Horizon Europe.

Read carefully the call topics

## Funding

Half (**minimum 45%**) of the project's costs must come via  
contributions from IHI industry members and (if relevant) contributing  
partners.



# IHI Call 12 - Indicative budget figures & Restrictions

*Budget figures are subject to the approval by the IHI JU Governing Board.*

	Max. IHI JU financial contribution (EUR)	Estimation of IHI financial contribution per proposal (at least in EUR)	Entities not eligible to receive IHI JU funding*
Topic 1	30 000 000	8 000 000	
Topic 2	60 000 000	15 000 000	
Topic 3	20 000 000	8 000 000	
Topic 4	43 300 000	8 000 000	UK Canada South Korea Switzerland
Topic 5	9 800 000	5 000 000	South Korea Switzerland

The specific conditions on ‘availability, accessibility and affordability’ (3As) apply to ALL topics.

*\* Use of budget carry-overs before accession to HE.*

# Points to remember

- Read the topic texts
- Read all the call-relevant guidance: [www.ih.europa.eu](http://www.ih.europa.eu)
- Understand IHI's rules and requirements
- Understand what you are applying for
- We expect strong competition: high quality of proposal is a must.
- Ensure that all information is explicitly described to allow the expert-evaluators to assess against the evaluation sub-criteria. **Respect the page limit – 50 pages.**
- Use the **proposal structure / template**
- Plan the **45%** In kind contribution and aim at **50%**.
- Non-EU IKOP is capped at **20%**.

# Plan for success

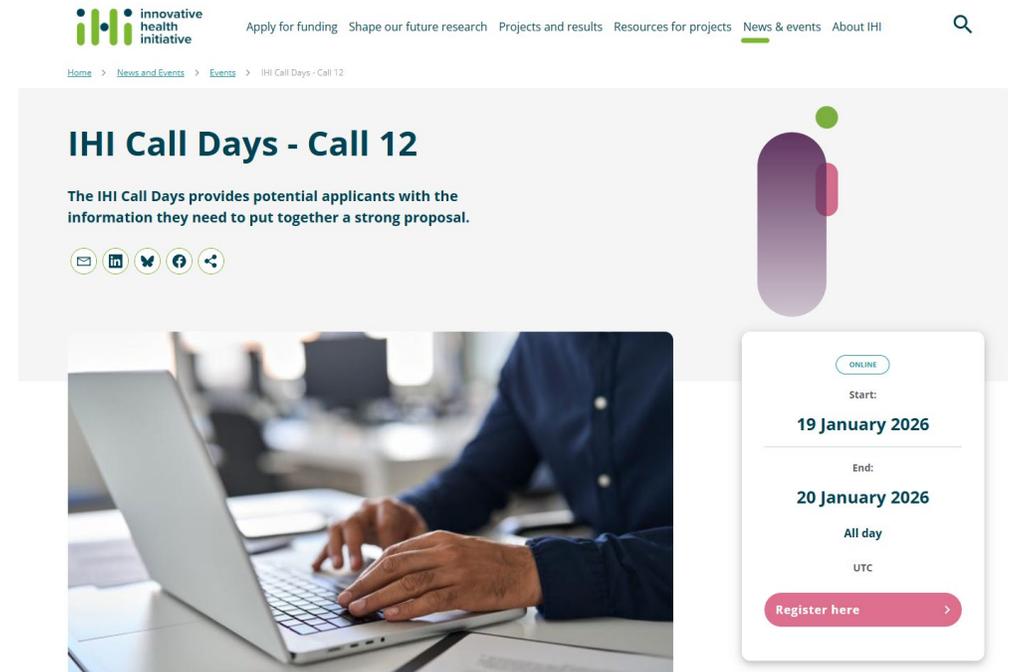
- **Create a strong public-private partnership aiming to include all relevant stakeholders**
- **Brilliant science is not enough, a well designed and effective workplan is equally important**
- **Impact at system level, not only for the benefit of an individual actor/company**
- **Consider as relevant deployment/scaling up**

# Webinars for applicants at Call launch

Call 12 is expected to be launched in January 2026

Register to

- Call 12 topic webinar
- Rules and procedures
- Understanding IHI's financial rules



The screenshot shows the IHI website page for 'IHI Call Days - Call 12'. The page features the IHI logo and navigation links at the top. The main heading is 'IHI Call Days - Call 12', followed by a sub-heading: 'The IHI Call Days provides potential applicants with the information they need to put together a strong proposal.' Below this is a row of social media icons. A large image of a person working on a laptop is visible. On the right side, there is a calendar-style event card with the following details: 'ONLINE', 'Start: 19 January 2026', 'End: 20 January 2026', 'All day', 'UTC', and a 'Register here' button with a right-pointing arrow.

Draft call text available on our [website](#)

The [brokerage platform](#) remains **open** for registration and networking until the call deadline.



# Stay in touch



Visit us

[www.ihl.europa.eu](http://www.ihl.europa.eu)



Write to us

[infodesk@ihl.europa.eu](mailto:infodesk@ihl.europa.eu)

[In relation to call 12  
applicants@ihl.europa.eu](mailto:applicants@ihl.europa.eu)



Sign up  
for our newsletter



## Connect with us



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Innovative Health  
Initiative (IHI)



Bluesky  
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Mastodon  
[@IHIEurope@mastodon.social](https://mastodon.social/@IHIEurope)

Thank you for your attention



# The Innovative Health Initiative (IHI): Engagement with Industry and preparing for IHI Call12

Nicolas Creff, Associate Director Research Partnerships, EFPIA  
Jeroen Schuermans, Director Strategic Initiatives, MedTech Europe

*Nordic Info Session - 10 December 2025*



# Outline

1. Introducing the Trade Associations: who we are, what we do and what is our role in IHI
2. Why participate in IHI calls?
3. How to participate in IHI call 12?
4. How to engage with industry?

# The Innovative Health Initiative



- A public-private partnership (PPP)
- Co-founded by the European Union and the health industries (pharma and medtech)
- Established under the Horizon Europe Programme, successor to the IMI2 PPP
- General objectives:
  - Turn health research and innovation into real benefits for patients and society;
  - Deliver safe, effective health innovations that cover the entire spectrum of care – from prevention to diagnosis and treatment – particularly in areas where there is an unmet public health need;
  - Make Europe's health industries globally competitive.

<https://www.ihl.europa.eu/about-ihl>

# Who are the healthcare industries in IHI?

Trade Association	Represents	Mission/Vision
<p><a href="#">EFPIA</a></p> 	Pharmaceutical industry	To create a collaborative environment that enables our members to innovate, discover, develop and deliver new therapies and vaccines for people across Europe, as well as contribute to the European economy.
<p><a href="#">COCIR</a></p> 	Medical imaging, radiotherapy, health ICT and electromedical industries	Our industry delivers innovative, data-driven, safe and efficient diagnostic imaging, radiotherapy and digital health solutions for personalized and sustainable care that benefits patients, health professionals and healthcare system.
<p><a href="#">MedTech Europe</a></p> 	Medical Technology industry	Make innovative medical technology available to more people, while helping healthcare systems move towards a more sustainable path.
<p><a href="#">Vaccines Europe</a></p> 	Vaccine industry	To support broad access to immunisation, enabling better protection of the health of individuals and the wider community throughout life, with both existing vaccines and those in development.
<p><a href="#">EuropaBio</a></p> 	Biotech industry	Committed to the socially responsible use of biotechnology to improve quality of life, to prevent, diagnose, treat and cure diseases, to improve the quality and quantity of food and feedstuffs and to move towards a biobased and zero-waste economy.

# What do associations do in IHI?

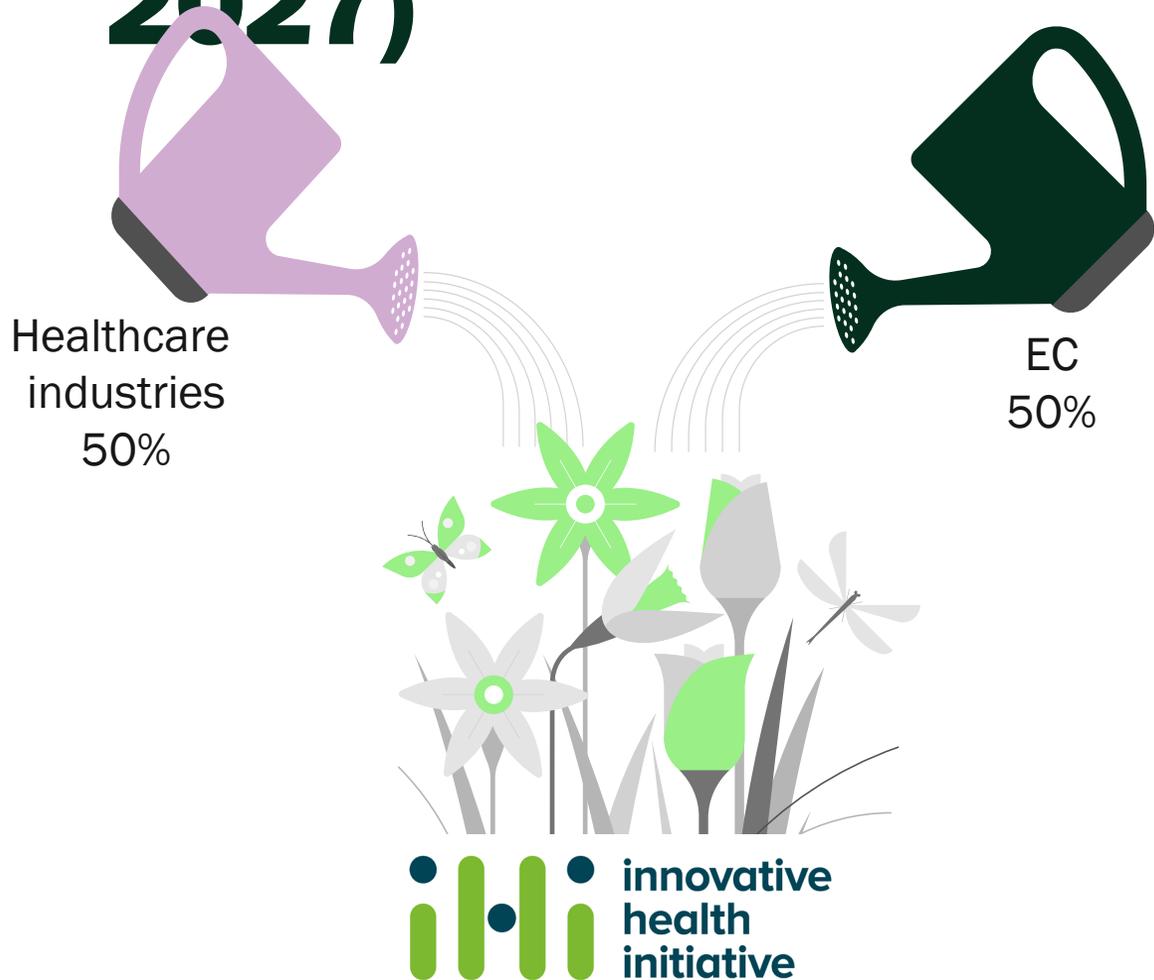
## What do associations do in general?

Represent the respective healthcare industry sector vis-à-vis the EU Institutions and other stakeholders

## What do associations do in IHI?

- Represent the respective healthcare industry sector **in IHI**
- We provide support related to industry participation in IHI:
  - We do not replicate the work of the IHI Office!
  - We are not NCPs or consultancies: we do not provide support in proposal preparation or bilateral matchmaking services
  - We work with members (corporate and national associations) to ensure mutual visibility in/of IHI
  - We are active in providing tailored information (e.g. how to engage with industry)
  - We collect and address feedback from stakeholders towards industry

# IHI: A public-private partnership (2021-2027)



## Collaboration extends to:

- Programming
- Financing
- Public and private partners collaborating in individual projects

# Industry associations: membership

Who are our members who can contribute on the industry side?

--> Companies that are:

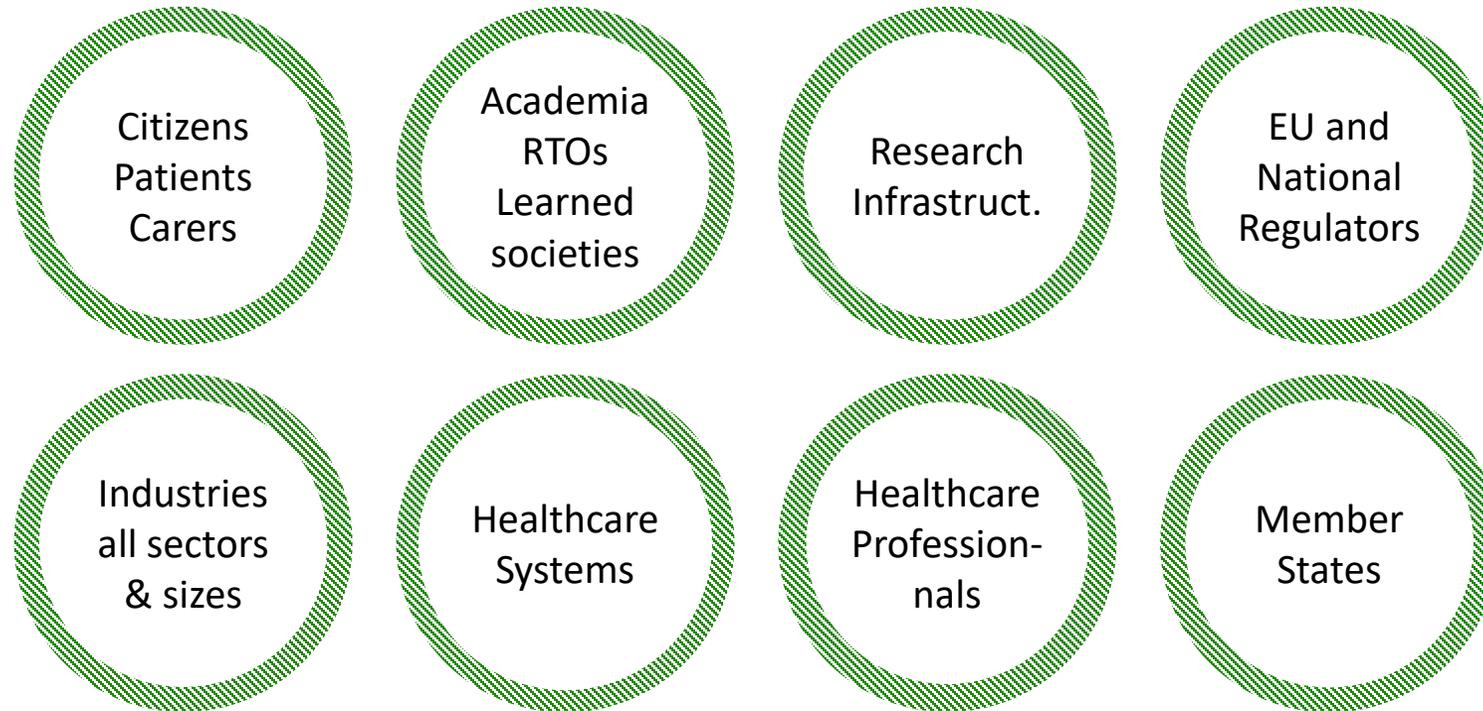
- Direct members of the European Associations: [COCIR](#), [EFPIA](#), [EuropaBio](#), [MedTech Europe](#), [Vaccines Europe](#).
- Members of national associations:
  - Medtech: e.g. [Melanor](#) (NO), [Sailab](#) (FI), [Swedish Labtech](#), [Swedish Medtech](#) (SE)
  - Pharma: [PIF](#) (FI), [LMI](#) (NO), [LIF](#) (SE)For all countries: see table [here](#)

See also industry one-pager: How can my organisation contribute in-kind to an IHI project?

# Outline

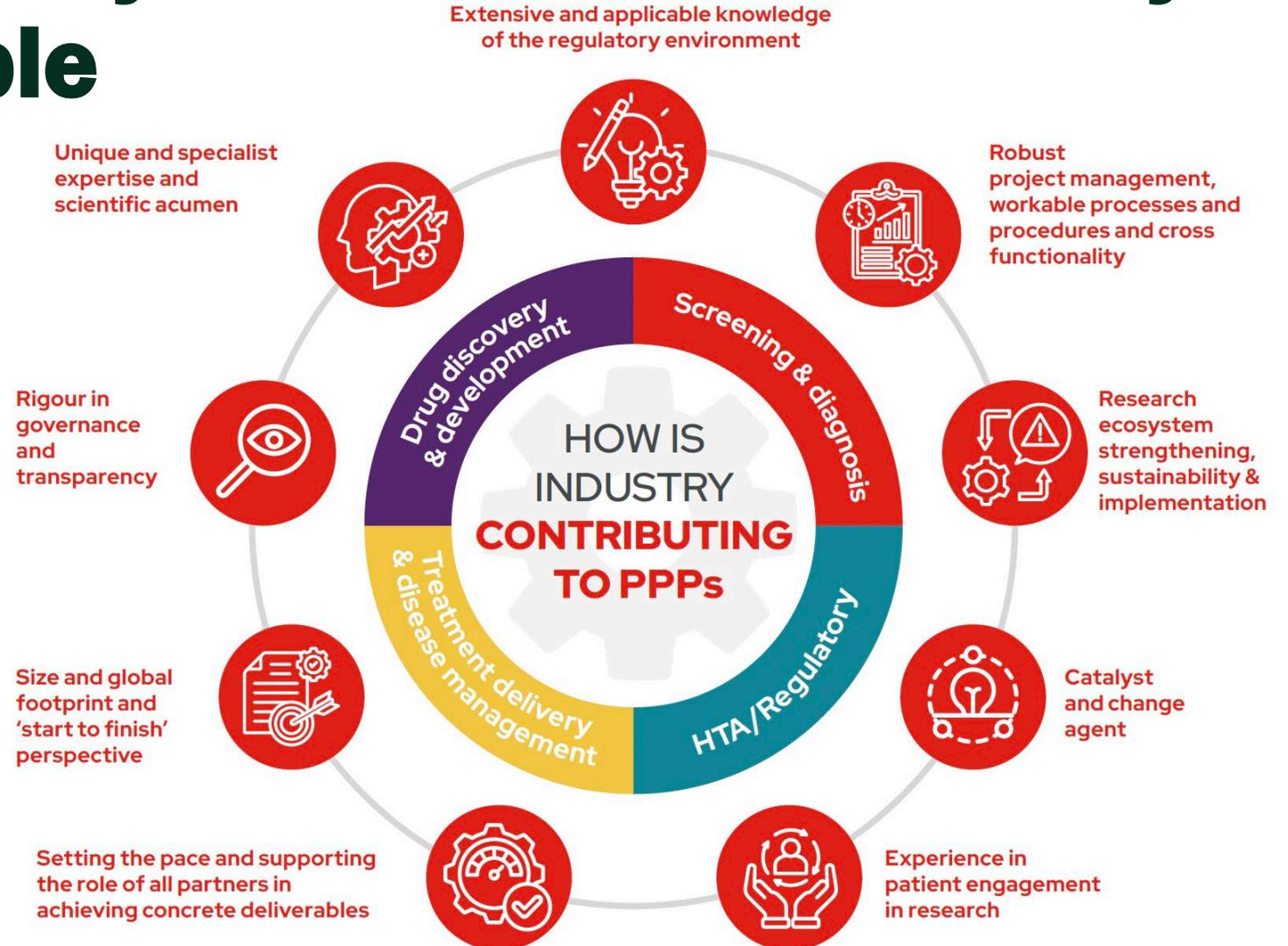
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# Healthcare stakeholders: Potential participants to projects



# The complementary value that the industry brings to the table

Example on rare diseases:



# What makes IHI different from regular Horizon Europe calls?

- IHI equally associates the EC and Industry in priority setting
- Each IHI project requires ideally **50% of the budget from industry**...unlike Horizon where there is no minimum funding from industry
- IHI aims at delivering (direct and concrete) **impact on the healthcare delivery**
- The **average budget of an IHI project is usually >15 M€**, sometimes much more (ex: 60 M€)... unlike Horizon projects with budget on average <15 M€

# IHI for companies:

## Value of participating in IHI

- **Strategic commitment** and investment in the **long term**
- **Pre-competitive**: no product around the corner
- Collaboratively **building landscape** for long term European research and healthcare
- **Share and pool knowledge** – be part of long-term shaping of Europe
- **Grant funding should not be driver** for industry participation\*
- Most industrial engagement will be through in-kind contribution

### Advice we give companies to consider for a role into a project:

- Within your **capacity to contribute diverse expertise, knowledge, experience, and resources**
- Part of wider organisation **strategic development**
- **Long term**, slower moving than 'normal' projects

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# Up-to-date information always on the IHI website

## Learn about our future calls for proposals

We publish draft information on future call topics a few months ahead of the official call launch. We do this to give you additional time to find or build a consortium and prepare a strong proposal. Note that as draft topics are still under development, the texts may change considerably between the versions published here and the call launch, and you should always check the final, approved topic texts once the calls are launched.

### IHI to continue pioneering applicant-driven approach in next call for proposals

IHI call 12, which is scheduled for launch in early 2026, will invite applicants to explore new opportunities for IHI projects in the [IHI Strategic Research and Innovation Agenda](#).

The call builds on the success of IHI call 9, which was launched earlier this year and piloted the applicant-driven approach. Under IHI call 12, proposals will have to adhere to the philosophy of IHI. In other words, they will have to: address an unmet public health need; require a large-scale, ambitious, cross-sector, public-private partnership; have clearly-described impacts on society, the economy and science; take account of the pre-competitive nature of IHI projects; and contribute to strengthening the competitiveness of the EU's health industries and the implementation of relevant EU policies.

From a practical point of view, IHI call 12 will be a standard, single-stage call for proposals. This means that applicants will have to ensure that half of their project's costs are covered by in-kind contributions from IHI's industry members and (if relevant) IHI contributing partners.

#### Find out more

- Read our [news story](#) about the call
- Register for our [brokerage platform and event](#). The event will be held in Brussels on 4-5 November, and online on 6 November. The platform will remain open until the call deadline.

Don't wait until the official call launch: start networking with partners on potential projects as soon as draft texts are available

[Open calls](#): Check out our calls that are open for full proposals (single-stage) or short proposals (two-stage).

[Future opportunities](#): Learn about the topics that are in the pipeline for future calls for proposals.

Draft call texts published early on; e.g. in April 2025 for Call 11, October 2025 for Calls 12

→ at least 3 months before official call launch: <https://www.ih.europa.eu/apply-funding/future-opportunities>

# Call 12 to be launched in January 2026: draft texts already available since mid-October 2025

IHI call 12, scheduled for launch in early 2026, to invite applicants to explore new opportunities for IHI projects in the [IHI Strategic Research and Innovation Agenda \(SRIA\)](#) → “applicant-driven call”

## Focused on the 5 specific objectives of IHI SRIA:

1. Improve our understanding of the factors that affect our health and the development and treatment of certain diseases.
2. Integrate fragmented health research and innovation efforts by bringing together health industry sectors and other stakeholders. This will enable the development of tools, data, platforms, technologies and processes that will in turn facilitate the prevention, diagnosis, treatment and management of diseases, especially in areas where there is an unmet public health need.
3. Demonstrate the feasibility of integrated healthcare solutions that draw on various technologies from different sectors and address the needs of the people who will use them, such as patients and healthcare professionals.
4. Make better use of opportunities to gather health data and use it in research and care, all while respecting relevant privacy legislation.
5. Develop ways of assessing the value of innovative, integrated health care solutions to patients, carers, healthcare professionals and organisations, and other stakeholders

# 2 types of calls

## Single-stage (Call 12, early 2026)

- **Broad topics**, not specific to one single product/technology/solution
- **Private Members apply simultaneously with Public Members in mixed consortia** and co-develop their proposal for the single application
- Private Members can receive funding, but Pharma companies abstain from requesting funding
- **In-kind contributions** by private and contributing partners must be **secured during proposal preparation**

## Two-stage (Call 13, later in 2026)

- Targeted topics suited for a single, unified approach
- Industry and public consortia are formed separately
- Public consortia submit competing short proposals in the first round of the call
- A single top-ranked public consortium is selected and paired up with the industry consortium to prepare a joint, full proposal
- Private Members are not eligible for funding and no funding will be made available for companies with > 500M EUR annual turnover
- Industry contributions are committed prior to call launch: no need for public participants to secure further in-kind contributions

# Ongoing projects/calls: avoid duplications or overlaps

→ Please refer to IHI website, projects factsheets on Calls 1-7 (links for each call):

- [Call 1](#): CLAIMS, GUIDE.MRD, IDERHA, IMAGIO, PROMINENT
- [Call 2](#): HEU-EFS, iCARE4CVD
- [Call 3](#): AD-RIDDLE, COMBINE-CT, EDENT1FI, GRIPonMASH, IMPROVE, LIVERAIM, PaLaDin, PREDICTOM, SASICU
- [Call 4](#): ENKORE, NHPig, PharmEco, Project-COMFORT, READI, RealiseD
- [Call 5](#): Accelerate.EU, ILLUMINATE, SEARCHH, SYNTHIA, Thera4Care, UMBRELLA, VICT3R
- [Call 6](#): CAREPATH, GREG
- [Call 7](#): AUTOPIX, BRECISE, EASYGEN, EuroHeartPath, GRACE, INTERCEPT, SHERPA, VIROMARKERS
- [Call 8](#): BRIDGE, UNIFIED, + 2 projects coming soon on osteoarthritis and on prevention of CVDs
- Call 9: more info on selected projects expected in January

+ Launched two-stage calls (one project per topic):

- [Call 10](#): topics PFAS, EHDS & IP, Digital labelling of medial technologies (deadline was April 2025)
- [Call 11](#): topics on brain dysfunction, the link between infections and non-communicable diseases, pharmacovigilance, type 1 diabetes, and ambulatory surgical centres (deadline was October 2025)

+ Many IMI2 projects still ongoing, see [here](#).

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# IHI Brokerage platform for IHI's 2026 calls

<https://ihicalldays2025.converve.io/>

find info on proposals, meet partners potentially interested to participate-contribute in a proposal

Your personal homepage

The platform will remain open for networking until the call deadline

0% Activity

DOWNLOAD PROGRAMME

**Welcome to the IHI Brokerage Platform!**

The brokerage platform allows you to showcase your own and your organisation's expertise, and share project proposals with other participants. Once you've registered, you will be able to search for and contact potential partners and identify project proposals that could be relevant for you.

The platform will remain open for networking until the call deadline.

**Share your project proposal**

Got a proposal for an IHI project that fits with our call?

Share it with other stakeholders and start building your consortium via our proposal sharing tool! Click [here](#) for advice on what makes a good proposal.

SHARE YOUR PROPOSAL

**Present your project proposal at the Brokerage Event**

To facilitate the formation of strong consortia, we encourage anyone with a proposal for an

**Showcase your organisation with a poster at the Brokerage Event**

Organisations who want to showcase their potential as a project partner will be easy to find

→ Check info and the search filters in:

- Dashboard
- Get the most out of the Brokerage Event
- Programme
- People
- Proposals
- My proposals
- Pitching
- Poster
- Travel grants
- Practical information
- FAQ
- Messages

+ Register for IHI Call days: webinars on 19-20 January

<https://www.ih.europa.eu/news-events/events/ih-call-days-call-12>



# Nordic Info Session – 10.Dec.2025

The Innovative Health Initiative (IHI) call 12

Experience transfer from Stavanger University Hospital  
([Anne.hjelle@sus.no](mailto:Anne.hjelle@sus.no))

# CONTEXT...



- “Small” university hospital in Stavanger - Norway (for 20 years)
- 300/8000 employees involved in research & innovation
- Implemented EU strategy 8 years ago – low activity before that

SO WHERE DO YOU  
START....?



Key elements in  
our experience

Network is  
gold

Build on what  
you have

A bit of luck

# 22 research groups – what can they bring to the table?



Colleagues with EU success

Checklist:

- National and international network?
- Academic, industry, public sector network? Users?
- Relevant experience, infrastructure, patients, registers, biobanks etc?

# EXAMPLE:“ A MAN WITH A PLAN (and network, and +++)

Dag Årslund – Stavanger University Hospital and Kings College London



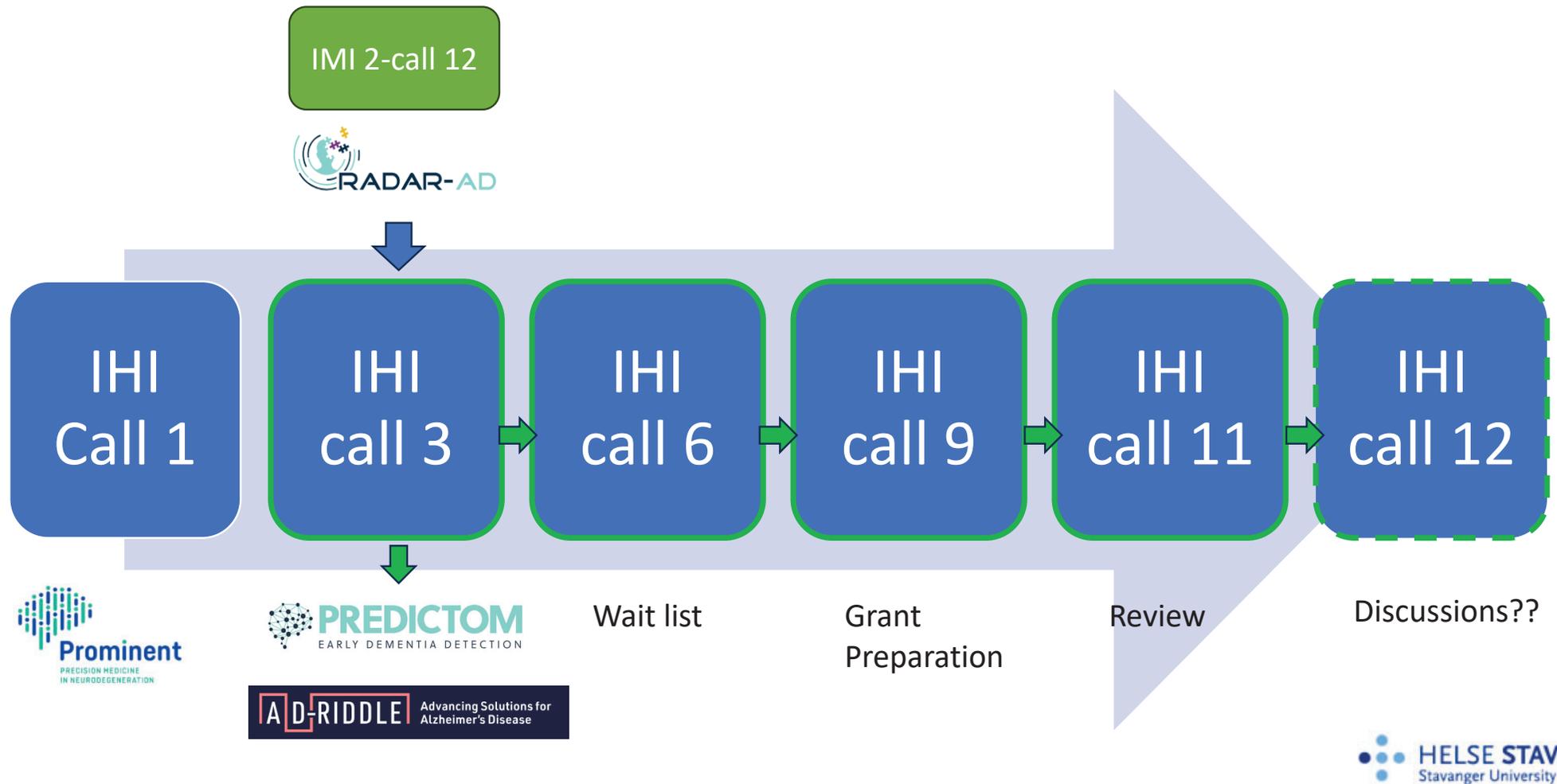
## Facts & figures

Start Date	01/01/2019
End Date	30/06/2023
Call	IMI2 - Call 12
Grant agreement number	806999

Type of Action:  
RIA (Research and Innovation Action)

**Remote  
Assessment of  
Disease and  
Relapse –  
Alzheimer’s  
Disease**

# One proposal/project lead to another – our journey



# A typical process - Idea to proposal



Small Core team  
"Brainstorming"

Consortium building  
Industry ++



Proposal  
coordination/writing  
with (or without)  
assistance

Weekly  
Meetings (Teams)



F2F  
"Final planning"  
Budget cuts, sharpen  
text

Submission



# Advice based on our experience

- Read the call in details
- Start early with consortium building, particularly (but not limited to) industry
  - Your competitors may be interested in the same partners as you....
  - Contributing Partners (have to apply to IHI to become CP)
- Involve all partners in proposal development
- Spend enough time on budget
  - Could save a lot of frustration in the project phase



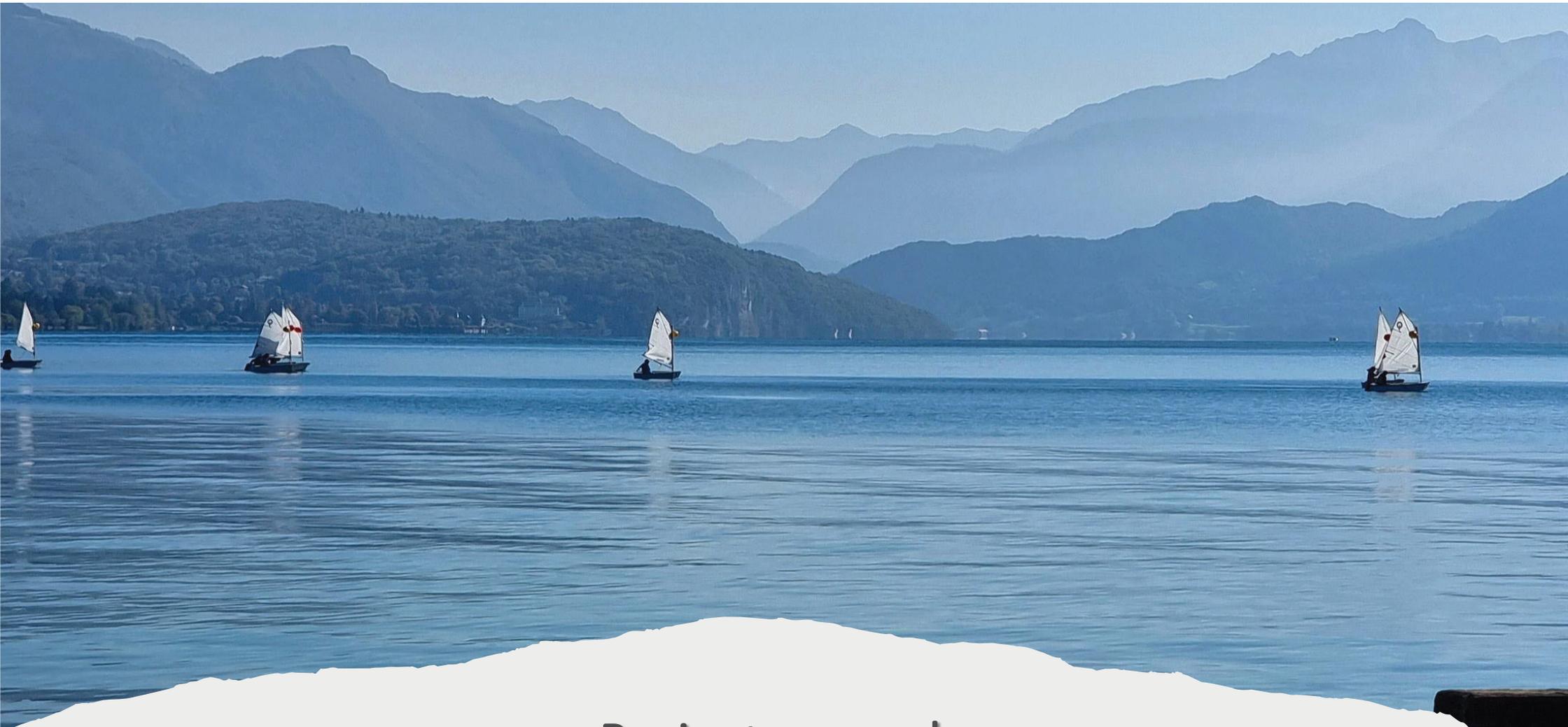
Contact us

**Kontakt oss**



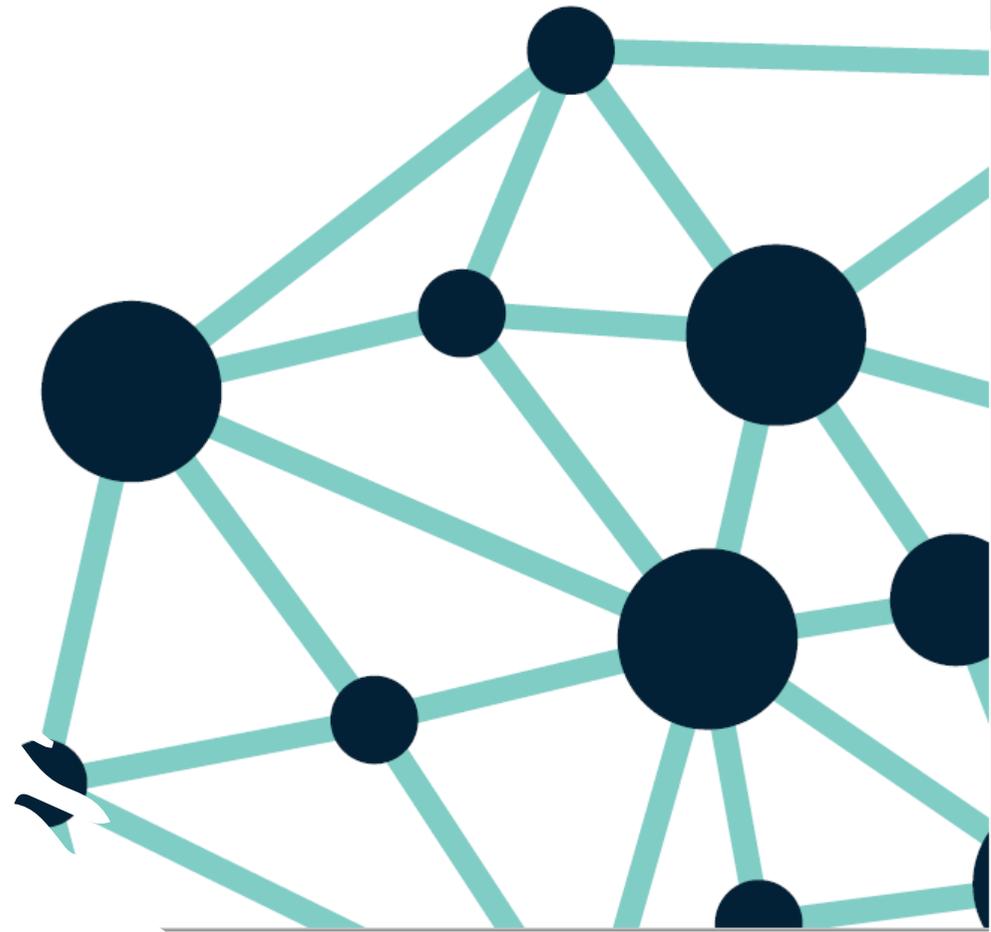
When we needed  
access to a  
network or help –

- NCPs – Research council of Norway
- Stavanger Regions EU office
- Funding and Tenders Portal
- Brokerage Events



Project example

Prediction of  
Alzheimer's disease  
using an AI driven  
screening platform



# THANK YOU



This project has received funding from the Innovative Health Initiative Joint Undertaking, under Grant Agreement n° 101132356. This Joint Undertaking receives support from the European Union's Horizon Europe research and innovation programme, COCIR, EFPIA, EuropeaBio, MedTechEurope and Vaccines Europe.

The content of this publication represents the view of the author only and is his/her sole responsibility: it cannot be considered to reflect the views of the European Commission.

The European Commission does not accept responsibility for the use that may be made of the information it contains.

[PREDICTOM](https://www.predictom.eu) | [IHI Innovative Health Initiative \(europa.eu\)](https://www.ihieurope.eu)





Foto: Frida Moberg, Helse Stavanger.

IHI Call 3 – topic 1  
HORIZON-JU-IHI-  
2022-03-01

30  
PARTNERS

15  
Countries

21,7 millioner  
EURO

4000  
Participants  
(clinical study)

4 years  
(from 1st Nov  
2023)

# The full consortium (from proposal)



## List of participants

#	Participant organisation name	Short Name	Country
1	Helse Stavanger HF (Stavanger University Hospital)	SUS	NO
2	Kings College London	KCL	UK
3	Foundation Lygature	LYG	NL
4	Centre for Research and Technology Hellas CERTH	CERTH	GR
5	Fraunhofer Gesellschaft zur Förderung der Angewandten Forschung e.V.	FH	DE
6	Joanneum Research Forschungsgesellschaft mbH.	JR	AT
7	Qairnel	QAI	FR
8	Klinikum der Universität München	KUM	DE
9	National Institute for Health and Care Excellence	NICE	UK
10	Alzheimer Europe	AE	LU
11	Pharmacoidea Fejlesztő és Szolgáltató KFT	PHI	HU
12	Novo Nordisk A/S	NN	DK
13	GE HealthCare GmbH	GEHC	DE
14	GE Medical Systems SCS	GEMS	FR
15	GE HealthCare Magyarország KFT	GEHCM	HU
16	Siemens Healthcare GmbH	SHS	DE
17	Siemens Healthcare Diagnostics Inc	SHD	US
18	Siemens Healthcare Private Limited	SHPI	IN
19	Siemens Medical Solutions USA Inc	SMS	US
20	The University of Exeter	EXE	UK
21	Icometrix nv	ICO	BE
22	Universitätsklinikum Erlangen	UKE	DE
23	Vrije Universiteit Brussel	VUB	BE
24	Fundacion Para la Investigacion del Hospital Universitario La Fe de la Comunidad Valenciana	HULAFE	ES
25	ALZpath Inc	ALZP	US
26	GN Hearing AS	GNH	DK
27	Muhdo Health Ltd	MUH	UK
28	University of Geneva	GUH	CH
29	Altoida AG	ALT	CH
30	Braincheck	BRC	US

# JOINT EFFORT

academia, public sector, industry and “users”



## PATIENT ORGANIZATION

## HOSPITALS/UNIVERSITIES

## INDUSTRY



Dianne Gove, Director for Public Involvement and Ethics, Alzheimer Europe, Luxembourg



Dag Aarsland, Professor of at King's College London, UK, and research lead at Stavanger University Hospital, Norway



Timo Schirmer, GE HealthCare MR Applied Science Lab Europe, Munich, Germany

“ALL WPs have academic and industry leads”

# Overall aim

- PREDICTOM will develop an online platform for the **early identification of people at risk** of developing dementia.

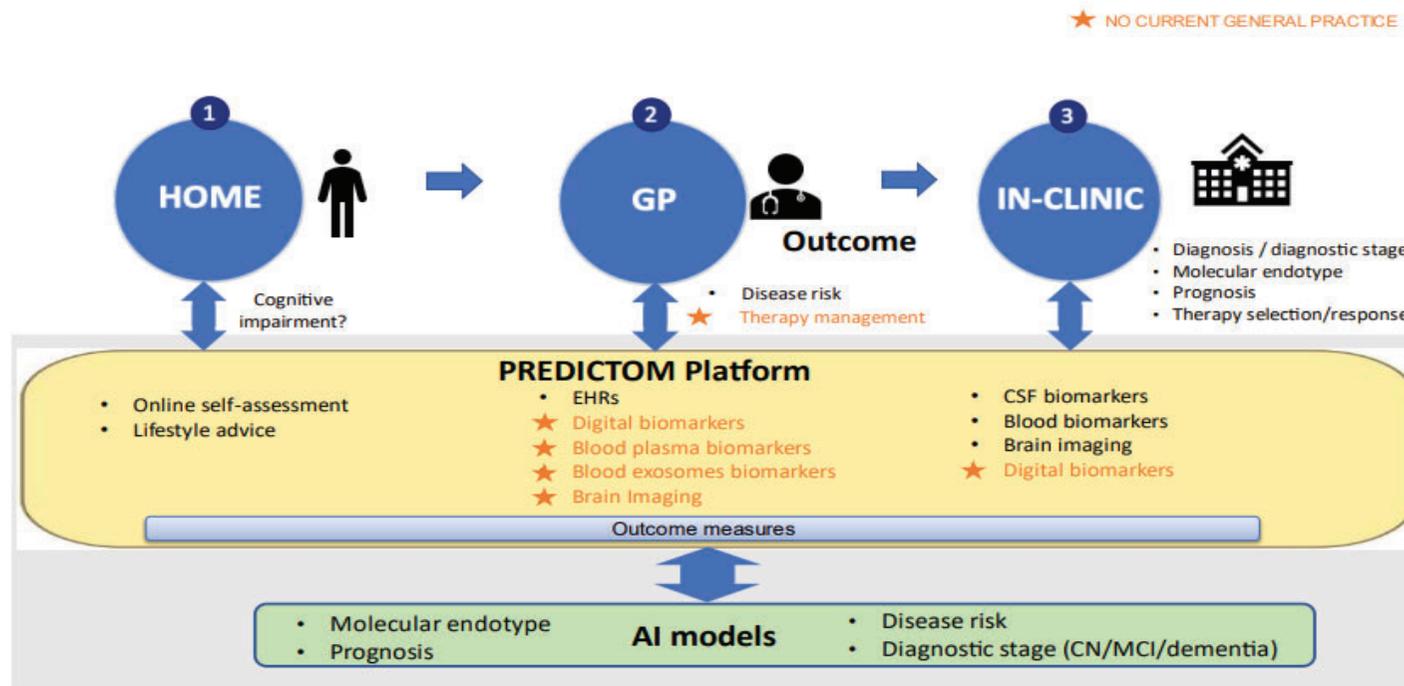
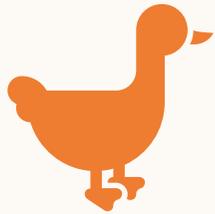


Figure 3: PREDICTOM strategy. Patients go through a step-wise biomarker driven risk profiling process, followed by objective monitoring of disease progression.

# Some facts and lessons



## **Recruitments in the UK, Norway, Spain, Germany, France and Switzerland**

**To consider in the proposal phase:** Ethical approvals and setting up recruitment (platforms) take more time than you think



## **Existing and new data to build (and test) risk models**

**To consider in the proposal phase:** Data sharing agreement takes time, and access to existing data often have a cost and restrictions that may require additional agreements

# To keep team involvement & engagement

## Regular meetings:

- Project management Office
- Management Team
- Work package leaders
- Sustainability team
- Advisory board
- **General Assembly (hosted by different partners)**
  - Stavanger, Erlangen, Thessaloniki...



## Collaboration with other (IHI) projects

- Working together may increase the total impact (synergy effects) and may ensure a more efficient pathway to implementation



For more  
PREDICTOM  
news - check

**PREDICTOM**  
EARLY DEMENTIA DETECTION

[Our Research](#) [Public and Participants](#) [News and Publications](#) [Our Team](#)

## Working together to develop a screening platform to enhance the detection and management of Alzheimer's disease.

PREDICTOM is an international cross sector initiative to bring dementia diagnostics closer to the public through a customisable cognitive and biomarker screening platform.

- [Project website](https://www.predictom.eu)
  - <https://www.predictom.eu>

- [LinkedIn profile](#)

- X: [@predictom](#)

### Latest news

**BrainCheck and the Future of Brain Health: Making It Simple**  
What if checking your brain health was as easy as a quick test on your phone or tablet? For millions worried about memory slips, that...  
[Read more](#)

**Banking on Brain Health: How a Simple App Could Support Early Detection of Cognitive Decline**  
Could forgetting a PIN be more than a simple slip? Scientists behind the Banking App believe that subtle changes in how we...  
[Read more](#)

**Eyes on the Future: How Eye-Tracking Could Transform Early Dementia Detection**  
Eye-tracking technology is emerging as a promising tool for early detection of cognitive decline. By analyzing involuntary...  
[Read more](#)

[Read more news](#)



### Did you know that you can reduce your risk of developing dementia?

The risk of developing dementia is influenced by various factors, with several of them being modifiable by the actions we take on a daily basis. On this page you can learn more about what actions you can take to reduce your risk.

[Learn more >](#)



[Anne.Hjelle@sus.no](mailto:Anne.Hjelle@sus.no)

Thank you!

 **HELSE STAVANGER**  
Stavanger University Hospital

Picture source: <https://www.dailyscandinavian.com>

# Important for you to know: how does industry contribute?

- Industry contribution has to be **balanced** with IHI funding overall at programme level
  - Therefore, expectation that each project provides a 1:1 matching
  - Legal requirement is that each application's budget has **at least 45% of private contribution**. To be on the safe side & plan for any mitigations -> **go for 50%**
- **What does industry contributions consist of?**
  - **IKOP (in-kind in projects)**: personnel, consumables, subcontracting, clinical studies, organisation of meetings, equipment...
  - **IKAA** = additional activities contributing to project objectives / IHI objectives (costs usually similar to above)

Important: subject to HE rules, therefore based on actual costs incurred during the project, not on value
- Companies' commitments **usually require green light at management level**:
  - Single-stage calls: reaching out to companies one month before the deadline is simply too late
  - Two-stage calls: we cannot launch call topics without upfront commitments

# Tips for finding partners

- **Start early!** Consortia start forming as soon as draft topics are released (e.g., i.e. 6 to 7 months before submission deadline)
- **Be proactive** and be prepared to invest time and energy
- Good starting point: build on your existing network
- Think of **industry as *partners* in a *collaborative* project**, not as suppliers or future customers
- Be aware of the high intensity of matchmaking, make sure to share **relevant information** concisely:
  - Who are you and what is your expertise?
  - Why are you reaching out (e.g. responding to a pitch, proposing a new idea...)?
  - What is your interest in this topic?
  - Keep in mind the concept of IHI: why does your idea need a public-private partnership?
- Pay attention to the rules on consortium size / composition
- Use the **consortium agreement template** developed by industry specifically for IHI

# Contacts at Industry Associations



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Claire Skentelbery [C.Skentelbery@europabio.org](mailto:C.Skentelbery@europabio.org)



Jeroen Schuermans [j.schuermans@medtecheurope.org](mailto:j.schuermans@medtecheurope.org)



Charlotte Vernhes [charlotte.vernhes@vaccineseurope.eu](mailto:charlotte.vernhes@vaccineseurope.eu)

# Thank you for your attention





## Nordic information and networking meeting

Please feel free to contact us:  
Anders Nordell [anders@cmrad.com](mailto:anders@cmrad.com)  
Nathalie de Navarro [nathalie@cmrad.com](mailto:nathalie@cmrad.com)

# Collective Minds - Advancing clinical research with imaging

“Collective Minds’ imaging platform connects hospitals, researchers, and the life science industry to unlock collaboration.



 Founded in **Sweden** with roots at Karolinska Institute

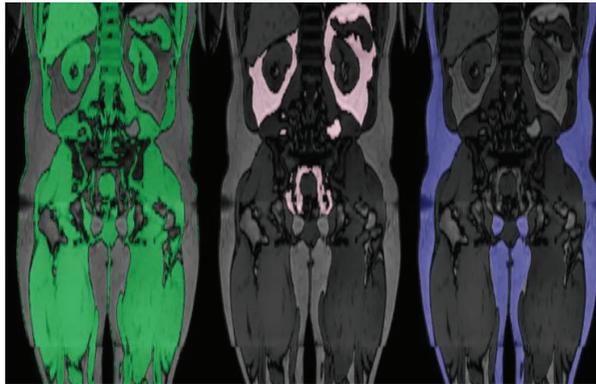


# Big data projects at Collective Minds

<p><b>2020-2025</b></p>  <p><b>What:</b> AI for cancer diagnostics</p> <p><b>Size:</b> 20k subjects classified</p> <p><b>Main partners:</b> U o Barcelona, ERASMUS, UoPisa, Gdansk, Umeå, Siemens</p>	<p><b>2021-</b></p>  <p><b>What:</b> Prognostication of pancreatic cancer</p> <p><b>Size:</b> 8k multimodal datasets (Imaging, pathology, Genomics, clinical)</p> <p><b>Main partners:</b> Radboud, CNIO, Glasgow, Karolinska, Oslo, Siemens</p>	<p><b>2023-</b></p>  <p><b>What:</b> Multimodal cancer therapy &amp; Liquid biopsy genomics</p> <p><b>Size:</b> 2k Prospective study</p> <p><b>Main partners:</b> Aarhus, Hamburg, Karolinska, CNIO, AstraZeneca, Bristol Myers, Roche</p>	<p><b>2023-</b></p>  <p><b>What:</b> Early detection of pancreatic cancer</p> <p><b>Size:</b> 8k retrospective + 1k prospective</p> <p><b>Main partners:</b> Hamburg, KI, CNIO, Jerusalem, Maccabi, Graz, Umeå</p>
<p><b>2023-</b></p>  <p><b>What:</b> Cardiac disease and lifestyle</p> <p><b>Size:</b> 10k retrospective + 1.2k prospective</p> <p><b>Main partners:</b> Bonn, Vienna, Heidelberg, Leuven, Zurich, Imperial college</p>	<p><b>2023-</b></p>  <p><b>What:</b> Virtual contrast towards climate neutral CT</p> <p><b>Size:</b> 1M CT Scans</p> <p><b>Main partners:</b> Oxford, Brazil, Australia, (10 hospitals in EU)</p>	<p><b>2024-</b></p>  <p><b>What:</b> New Rheumatology Imaging Biomarkers</p> <p><b>Size:</b> 30k subjects + 7 prospective trials</p> <p><b>Main partners:</b> Vienna, Rikshospitalet, Charité, J&amp;J, Novartis, UCB</p>	

# Centralized imaging platform for Hospitals, Academia and the Life Science industry

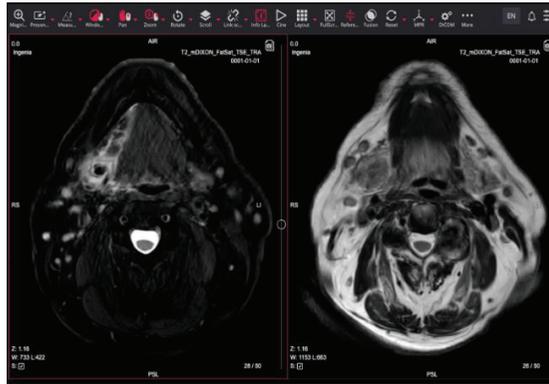
## Multi-Center Clinical Trials



### Example: Antaros Medical

+20 PII/PIII clinical trials with imaging endpoints in metabolic, kidney and liver disease

## Hospital clinical validation, peer-review & teleradiology



### Example: Turku, Finland

National inter-reader variability in head & neck MRI radiology

## Big data imaging projects



### Example: AutoPix

Data platform for Rheumatology RA, PsA, AxSpa

# Maximize the utility of imaging biomarkers to the benefit of patients with arthritis.

Learn more about the project →



### Contributing partners

<p>Collective Minds Radiology AB Lundberg, Sweden</p>	<p>MoonLake Immunotherapeutics Zug, Switzerland</p>	<p>Scientia Lab #11200 Gif-sur-Yvette, France</p>
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### Universities, research organisations, public bodies, non-profit groups

<p>CHUV – Centre hospitalier universitaire vaudois Lausanne, Switzerland</p>	<p>AGES – Österreichische Agentur für Gesundheit und Ernährungssicherheit GmbH Vienna, Austria</p>	<p>Charité – Universitätsmedizin Berlin – Rheumatology Department Berlin, Germany</p>
<p>EULAR – European Alliance of Associations for Rheumatology Oxford, England</p>	<p>Queen Mary University of London London, United Kingdom</p>	<p>Rigshospitalet Copenhagen, Denmark</p>
<p>RUB – Ruhr-University Bochum Bochum, Germany</p>		

### Coordinator and Project Lead

<p>MUW – Medical University of Vienna Vienna, Austria</p>	<p>J&amp;J – Johnson &amp; Johnson Belgium</p>
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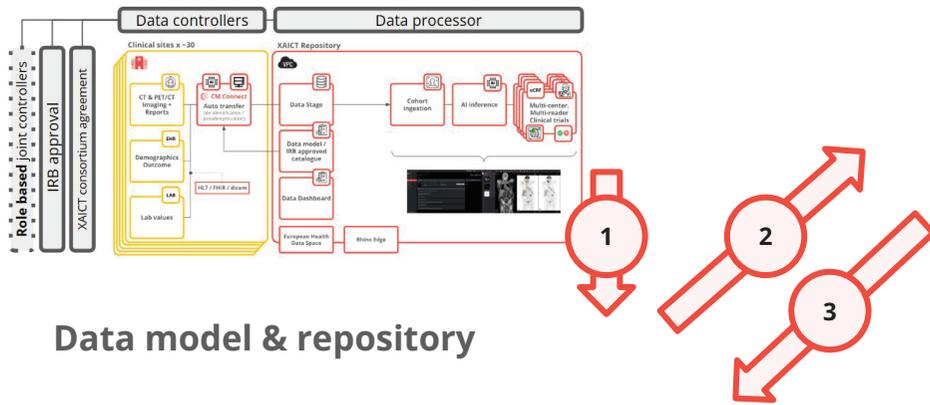
### IHI & Industry partners

<p>Novartis Basel, Switzerland</p>	<p>ROPCA – ROPCA Aps Odense, Denmark</p>	<p>UCB – UCB Biopharma Brussels, Belgium</p>
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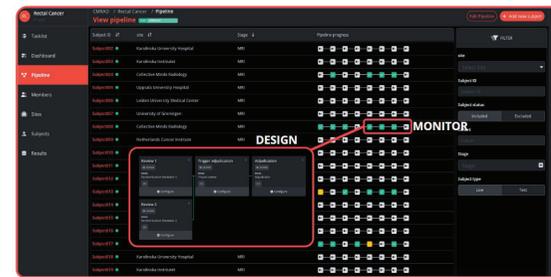
Au  
pe  
Th  
pa  
biomarkers for patients with rheumatoid arthritis (RA), psoriatic arthritis (PsA),

# Core capabilities

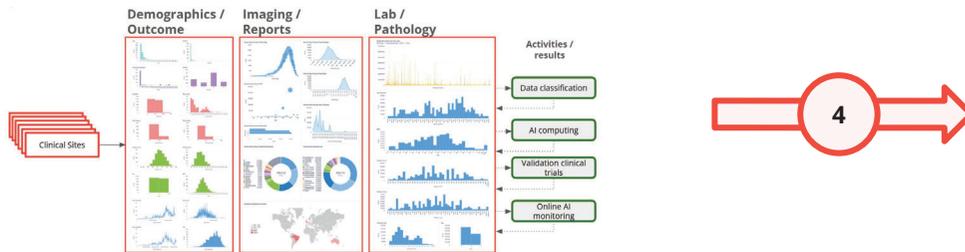
## Legal framework and data collection



## Data classification, curation and Clinical Trials



## Data model & repository



## FAIR, Sustainability & Exploitation



# Network of +250 Hospitals and +20.000 radiologists

## USCAN

- UW Madison
- Boston Imaging Core Lab (Mass Gen/Harvard)
- Kaiser Permanente
- UCSF
- McGill Univ

## LATM/Brazil

- United Health Group - 20 sites
- Univ. of São Paulo
- UFF Fluminense

## Nordics

- Karolinska, SE
- Lund Univ, SE
- Umeå Univ, SE
- Gothenburg Univ SE
- Uppsala Univ, SE
- Turku, FI
- Unilabs, SE
- Evidia, SE
- Oslo Univ, NO
- Aarhus Univ, DK

## Central Europe & UK

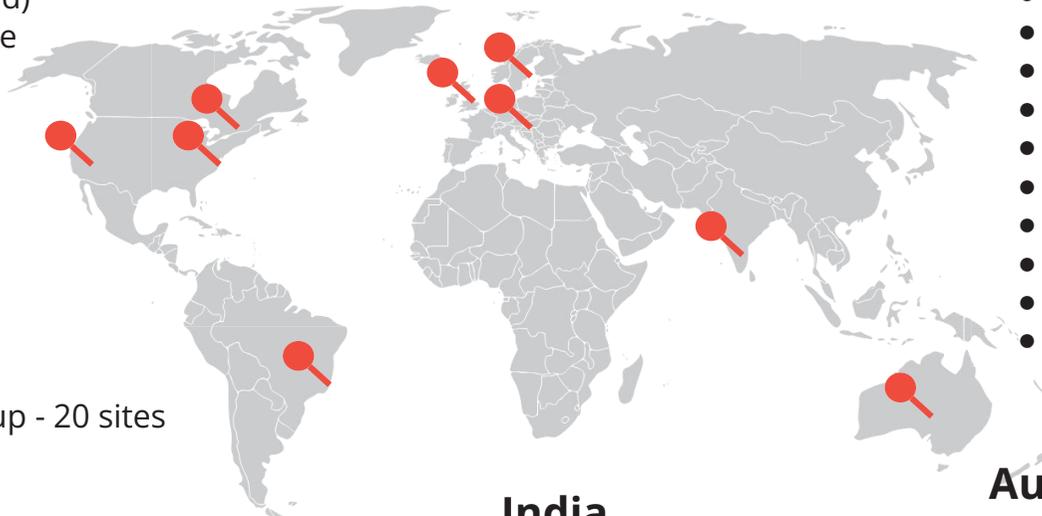
- Oxford Univ, UK
- Cambridge Univ, UK
- Imperial College, UK
- Guy's & St Thomas, UK
- King's College, UK
- Erasmus MC, NL
- Amsterdam UMC, NL
- Radboud UMC, NL
- UZ Leuven, BE
- HUX/Bordet, BE
- Gemelli Rome, IT
- Univ. of Vienna, AT
- UK Bonn, DE
- Heidelberg Univ, DE
- UKE Hamburg, DE

## India

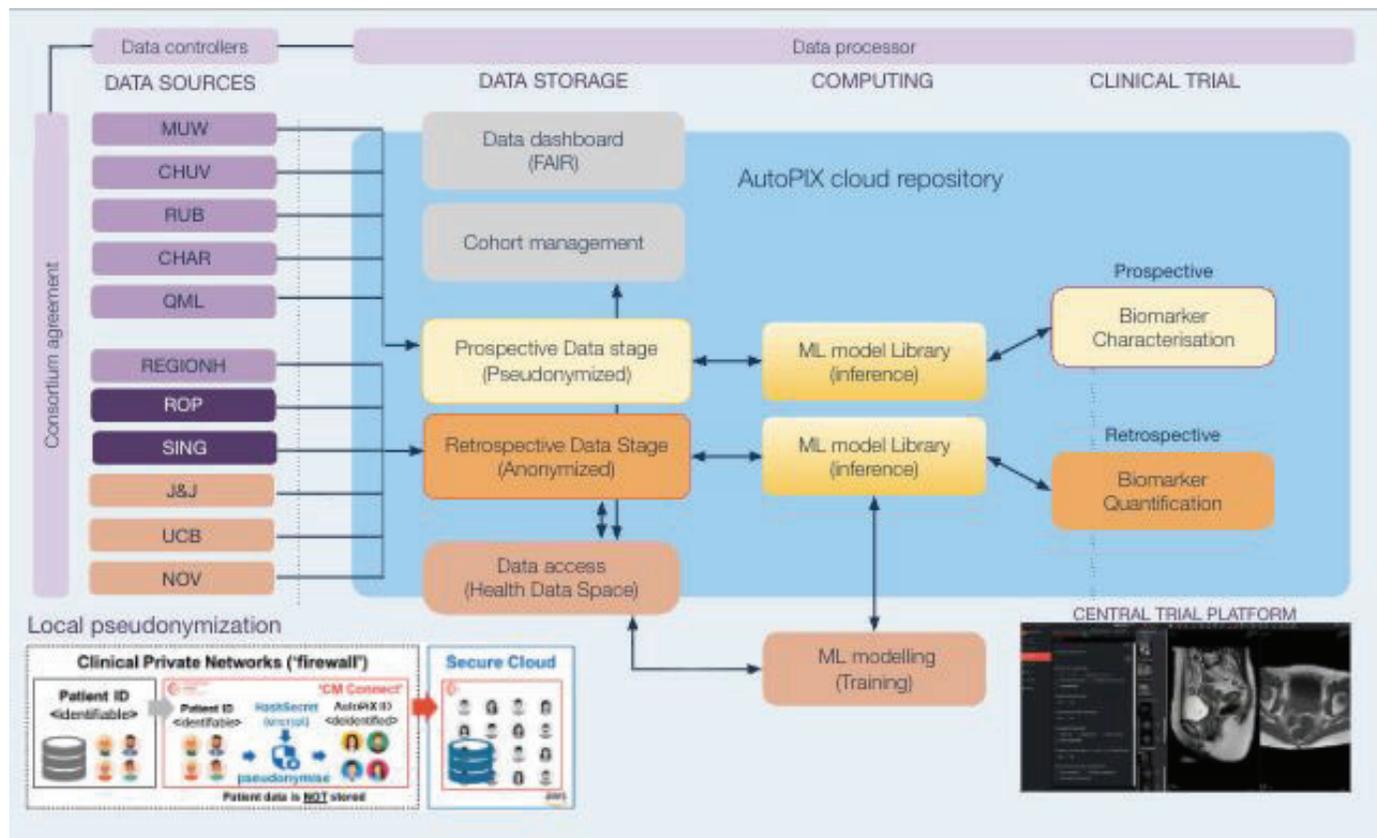
- Apollo Radiology International (ARI)

## Australia

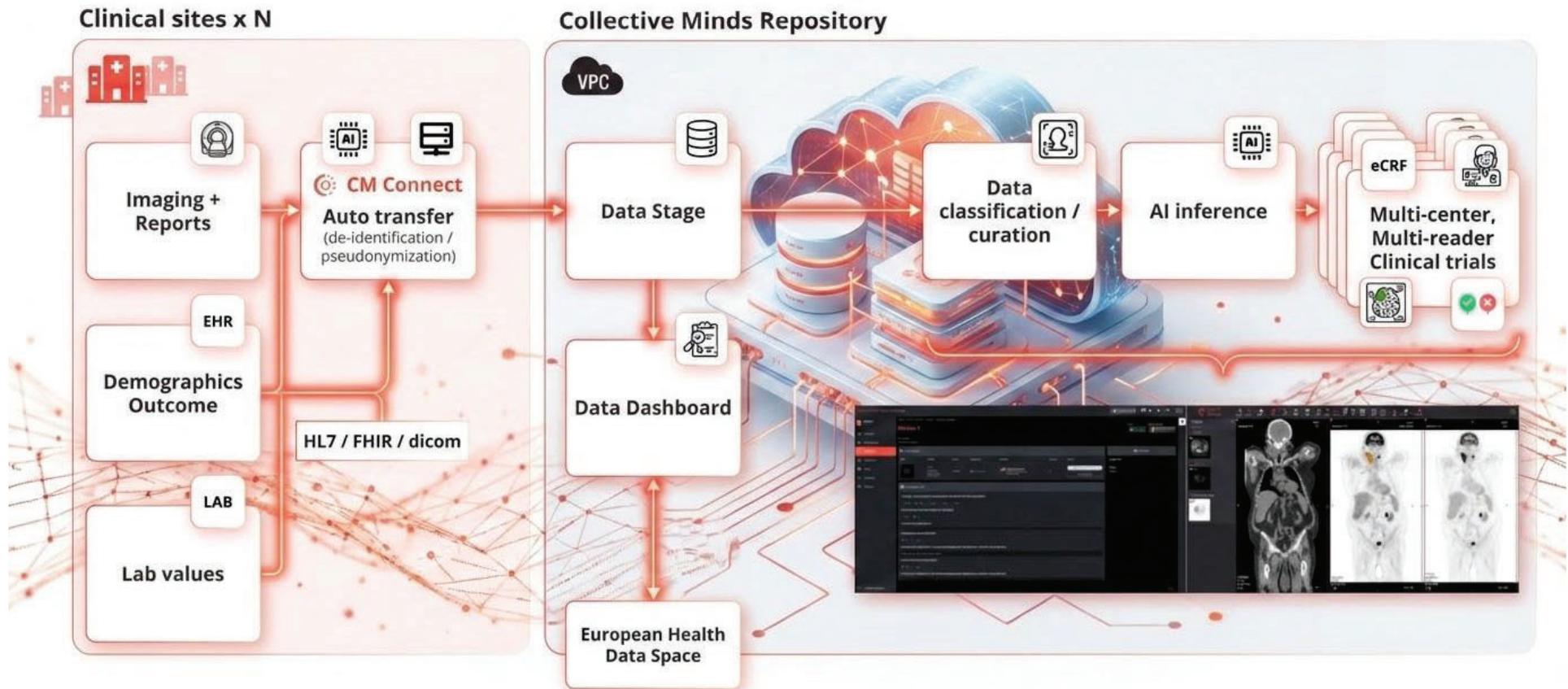
- Lumus Imaging



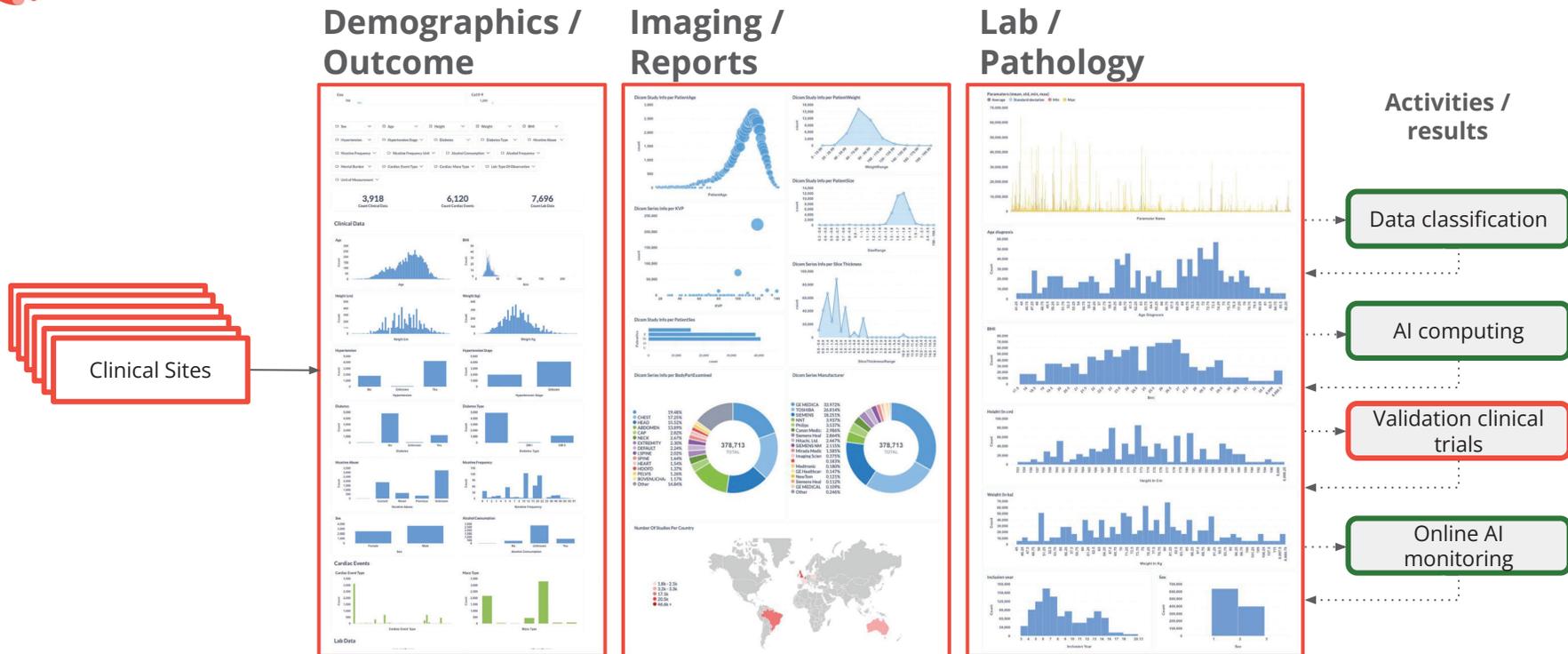
# AutoPiX introduction



# A data repository and clinical trial platform

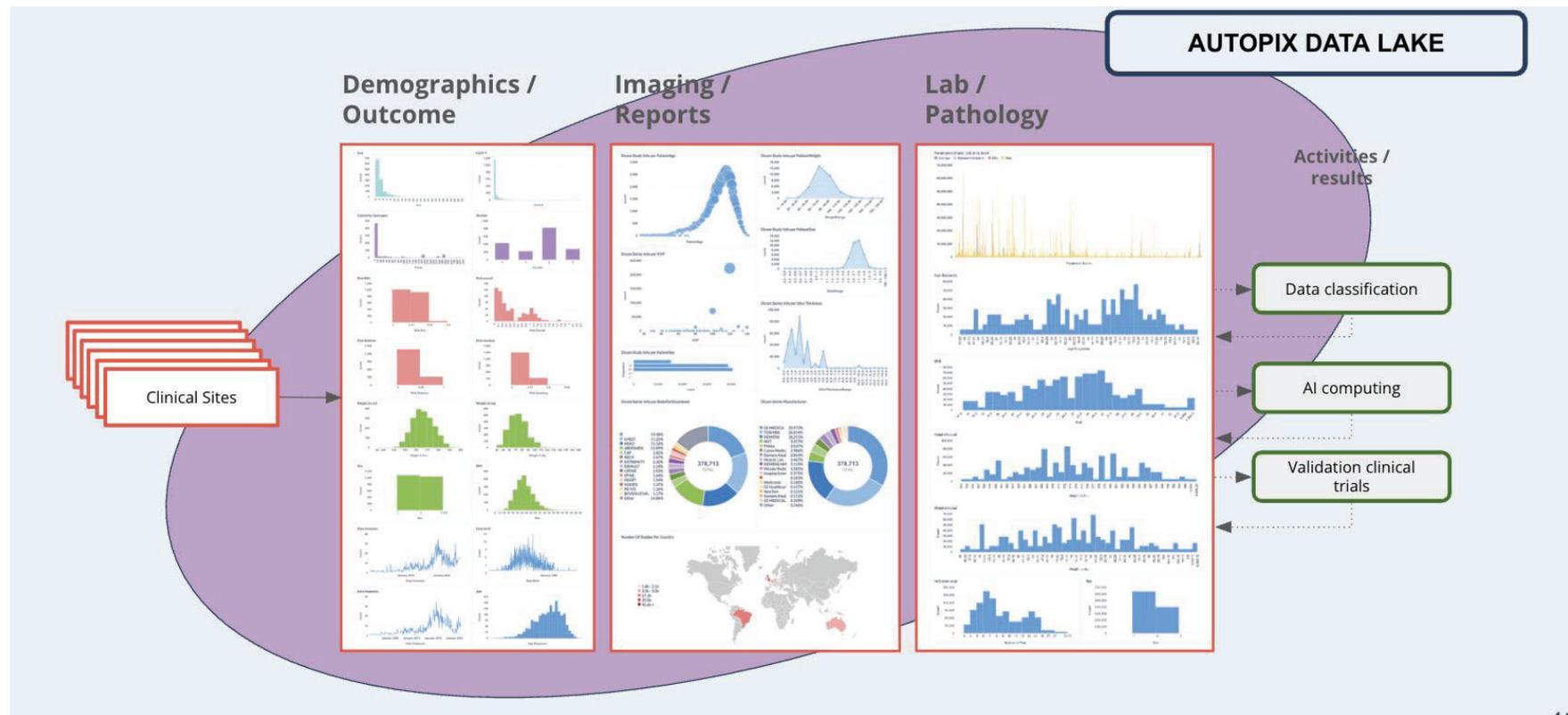


# Dynamic multimodal, multidimensional data repository



Creation of **multi-modal repository**, to generate cohorts for **data classification**, **AI training**, and **clinical trial validation**, which will further enhance the repository

# AutoPiX Objective 2.2 Data repository





Thank you!

Please feel free to contact us:

Anders Nordell [anders@cmrad.com](mailto:anders@cmrad.com)

Nathalie de Navarro [nathalie@cmrad.com](mailto:nathalie@cmrad.com)

[collectiveminds.health](http://collectiveminds.health)