

51 EXAMPLES OF

NORDIC TESTBEDS AND INNOVATION GATEWAYS



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Nordic Innovation

51 EXAMPLES OF

NORDIC TESTBEDS
AND INNOVATION GATEWAYS IN

DENMARK
FINLAND
ICELAND
NORWAY
SWEDEN

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51 EXAMPLES OF NORDIC TESTBEDS AND INNOVATION GATEWAYS

Nordic Innovation's call, Innovative Nordic Welfare Solutions, aims to strengthen the Nordic ecosystem for health and welfare innovation, with special emphasis on testbeds, business development and export.

There are large variations in how the five Nordic countries organise development and testing of innovative ideas in health and welfare. We therefore decided to produce this document, showing examples of the different responsibilities, organisational structures and practical facilities around the region, seeking to inspire new ideas and new relations.

The profiles featured in the document were made with input from a large number of people involved in facilitating research, development and innovation projects and infrastructure. We would like to thank all those who contributed information about their work.

It is our hope that you will use this document to get inspired by what others are doing, and also, make contact and create Nordic Health and Welfare Solutions together.

Best regards,

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NRI INNOVATION NETWORK

NORDIC HEALTH RESEARCH AND INNOVATION NETWORKS

NRI Networks, Nordic Health Research and Innovation Networks, is an independent non-profit organisation working to promote health research and innovation in the Nordic region. It is based on partnerships between university hospitals, universities, other research organisations, the pharmaceutical and medtech industries, governmental bodies and patient organisations.

The Innovation Network focuses on health care and hospital innovation and is one of nine NRI-networks. The aim is to facilitate knowledge sharing and establish contacts between hospitals and other health care organisations in the Nordic region. Furthermore, the aim is to support that all new research and projects build on and add to the current knowledge.

The network currently consists of approximately 140 of the region's leading health care specialists, researchers and innovation experts, representing over 40 organisations. NRI-Innovation Network has a steering group of six representatives from health care organisations in four of the Nordic countries, which coordinates the network's activities, including participation at the annual NRI-Conference.

CONTACT

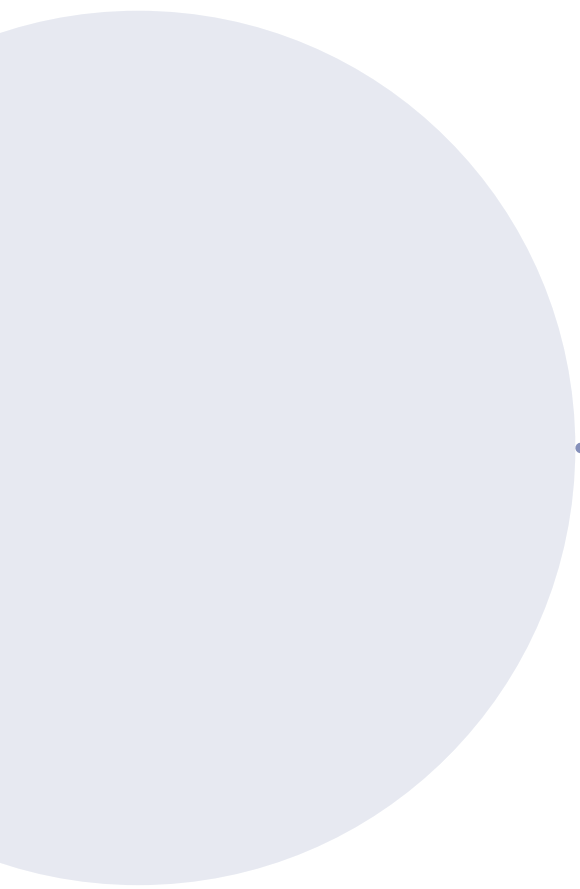
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CENTER FOR WELFARE TECHNOLOGY

ODENSE MUNICIPALITY

The municipality of Odense participates in more than 50 projects regarding health and welfare solutions, ranging from development of an electronic medical dispenser to large international projects, such as Silver PCP – Robotics for elders.

The Center for Welfare Technology is Odense’s intersectional center with focus on local business growth, interdepartmental coordination and streamlining, dissemination of technology and knowledge, and common templates. The centre collaborates with private partners, national as well as international, in testing and developing new welfare technologies. New welfare solutions are mainly tested at two designated care centres, Ærtebjergghaven and Munkehatten. Furthermore, the centre cooperates with public and private partners in developing new ways of doing welfare services, with independent living, rehabilitation, improved working environment and economic gains as key focus areas.

The Center for Welfare Technology is funded by Odense Municipality and has a staff of 12 specialised consultants.

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- INTERNATIONALISATION
- PUBLIC PROCUREMENT

CENTRE FOR REGIONAL DEVELOPMENT, RESEARCH AND INNOVATION UNIT

CAPITAL REGION OF DENMARK

The Centre for Innovation and Research (CIR) acts as a single entry to research and innovation in the Capital Region of Denmark.

It provides access to a long range of virtual and physical test facilities in all areas of health innovation. Bispebjerg and Frederiksberg Hospitals are designated test hospitals and all the region's health institutions regularly open their doors for testing of products, services and processes. Building solutions, as well as other solutions for the new super-hospitals, can be tested at location.

Projects include testing of various types of medico-equipment, intelligent logistics solutions, new CT scanning technologies, IT-solutions in a clinical setup, as well as project development, technology transfer and commercialisation at Clinical Incubators. Furthermore, the region is involved in establishing ESS and Max IV, which provide advanced research- and testing facilities within life science and materials.

CIR has 180 employees at its offices in Hillerød, Copenhagen and in Brussels.

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DELTA

DELTA provides companies and stakeholders with an overview of the regulatory requirements for medical devices and outlines preparatory measures before introducing medical devices to the market.

In addition, DELTA provides testing facilities in terms of EMC, HACT, HALT, reliability and other tests relevant for medical device, health care and welfare solutions. It provides feasibility studies and prototype development, using user-centred design methods involving multiple stakeholders. DELTA has developed the ePatch® technology, which is currently capable of measuring heart rate, ECG and motion (EMG).

DELTA is self-owned and self-governed with a professional board. It has the status of a Research and Technology Organization and is a part of the Danish network for RTO's – GTS. This means that DELTA can receive funding from the Danish Ministry of Higher Education and Science. Today, approximately 10 per cent of its activities are funded from the Danish Government and 5 per cent from EU and other funding sources. DELTA's health and welfare technology activities represent a turnover of DKK 100 million per year.

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NUMBER OF EMPLOYEES 300
BUDGET MDKK 300+
COMPANIES ASSISTED 150 PER YEAR
NUMBER OF IDEAS DEVELOPED 25
NUMBER OF PRODUCTS 2
NUMBER OF SERVICES DEVELOPED 25
NUMBER OF PATENT APPLICATIONS 10
NUMBER OF PATENTS ACQUIRED 4

HEALTH INNOVATION CENTRE OF SOUTHERN DENMARK

Syddansk Sundhedsinnovation is the Region of Southern Denmark's main entry when it comes to innovation, assisted living, telemedicine, and public-private cooperation.

It offers support in developing, testing and documenting ideas and concepts concerning ICT, cross-sectoral communication and telemedicine, hospital interior, logistics systems and other hospital building solutions. Other main priorities include creating new models for public-private collaboration and developing standardised methods to accelerate organisational innovation in hospitals and homes for the elderly. Services include idea collection and need analysis, evaluation of commercial potential, match-making, product development and business consulting.

The centre has a staff of 60 specialists within user-driven innovation, PPI cooperation, evidence-based implementation, project management and fundraising. Its annual budget is approximately MDKK 50.

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INNO-X HEALTHCARE

INNO-X Healthcare provides a postgraduate, continuing education in health innovation and entrepreneurship. The education is named BioMedical Design and is modelled on Stanford's Biodesign education and Lean Launch-Pad from Berkeley.

Further, INNO-X Healthcare facilitates applied health sciences at Aarhus University where it ensures an interdisciplinary profile in research teams, a strong focus on commercial value of research projects, and a start-up mindset and methodology to drive and structure the projects. Its objective is to identify clinical needs and catalyse innovative healthcare product development together with researchers, engineers, scientists, anthropologists and businesses.

INNO-X Healthcare is also instigator of the establishment of a specialized crowd-funding platform, addressing clinical needs and seeking to raise small exploratory grants for need-driven innovations. Created together with MedTech Innovation and backed with funding from Central Denmark Region, the platform is expected for launch in spring 2015.

INNO-X Healthcare's annual budget of DKK 5 million is funded by Central Denmark Region, Aarhus University and Aarhus University Hospital, as well as through contributions from Qmed Consulting, MedTech Innovation Center, Delta, Kapacitet and Incuba Science Park. INNO-X is affiliate partner with Stanford Bio-X. It has two full-time employees.

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MIDTLAB

CENTRAL DENMARK REGION

MidtLab works with innovation of processes and management in order to improve the region's health and care services and the fashion in which they are delivered. Moreover, it aims to improve the interaction with other parts of the health care system, i.e. cooperation with other regions, municipalities and hospitals, and communication between hospitals and general practitioners.

MidtLab helps implement practice-near innovative measures, including introduction of new technology, organisational changes and new work processes. Current focus areas include borderless welfare services and telemedicine, innovative healthcare solutions in the region's new super-hospitals, organisation of the future's health centres, control and development labs, and public-private cooperation. Supporting management groups in optimising their organisations' innovative potential is a key focus.

MidtLab has a permanent staff of 11 and cooperates with an extensive network of partners and innovation experts.

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MTIC

MEDTECH INNOVATION CENTER

MTIC was established in 2009 as a commercial sparring partner for companies that develop, produce and market their products and welfare technologies to the health care system.

Its objective is to spur economic growth by assisting companies in identifying challenges or products with a commercial potential and then structuring their development processes – from idea to product. MTIC is dedicated to consulting on issues such as IPR, regulatory demands, clinical tests and evidence, prototype development, business models, and growth and internationalisation strategies.

MTIC is currently funded by the Central Denmark Region and EU's Structural Funds, but will in all likelihood be funded by a wider range of partners in the future, including the region, its municipalities, Aarhus University and VIA University College. MTIC currently has 10 employees, four of which are located in the region's hospitals. Its budget for the period 2011-2014 was MDKK 30 million.

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THE HEALTH AND CARE ADMINISTRATION

CITY OF COPENHAGEN

Better test facilities and innovation in health and welfare are among the City of Copenhagen's strategic priorities, aiming to improve treatment and care as well as attracting innovative companies.

The City's Health and Care Administration runs an idea clinic, which gathers ideas from inside the health sector, and is currently working on two large test-bed initiatives, Sund Vækst Huset, a well-equipped test-bed for students, researchers and companies working on motivation and motion, and Strandvejen 119, a rehabilitation centre for the elderly that will serve as a test-bed for welfare technologies. The centre's facilities will include a test apartment, where products and solutions can be tested in a realistic care environment. Self-treatment of chronic disease and new technologies improving life quality of the elderly are among the city's key innovation focus areas.

The Programme for Healthy Growth has 11 employees, 4-5 of which mainly work at the idea clinic. The programme has a budget of MDKK 25 in the period 2014-2018.

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NUMBER OF EMPLOYEES 11
NUMBER OF COMPANIES ASSISTED 40
NUMBER OF IDEAS DEVELOPED 30
NUMBER OF PRODUCTS 20
NUMBER OF SERVICES DEVELOPED 1

VAEKSTHUS COPENHAGEN

Væksthus Copenhagen offers guidance to start-ups and businesses with ambitions towards growth.

One of its programmes, OPALL, is dedicated to establishing new Public-Private Innovation partnerships, aiming at capturing the substantial growth potential within health, welfare and assisted living. Key focus is to create new solutions in childcare, health and social care, and care for the elderly. Væksthus Copenhagen matches companies with the public sector, i.e. nursery homes, rehabilitation centres, schools, kindergartens and other institutions in the municipalities in Greater Copenhagen. The purpose is to identify needs – and develop and test new products and services.

Væksthus Copenhagen's target group is start-ups and businesses that wish to enter new international markets, develop new products and increase profit. Its vision is to make the Capital Region the leading region in terms of high growth businesses. The guidance delivered is free and independent.

Væksthus Copenhagen is financed by the National Agency of Enterprise and Construction and the 29 municipalities in the Capital Region of Denmark.

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WELFARE INNOVATION ZEALAND DENMARK (VIS)

Until VIS was established in 2012, the municipalities of Region Zealand implemented and deployed ambient assisted living services individually.

The task of VIS is to develop and coordinate inter-municipal and inter-sectoral cooperation projects. Projects include 1) usage of tablets for updating citizen journals in the field of special needs and social psychiatry, 2) usage of pulse oximeters to monitor chronic obstructive lung disease in home care, and 3) usage of video conferences to support dialogue between therapists at the hospital and municipal levels focusing on apoplexy patients. In these projects VIS coordinates knowledge sharing about options, evidence and organization through implementation and deployment of assisted living services involving welfare technology.

VIS is owned by the 17 municipalities within Region Zealand and has two employees. Its steering group, consisting of directors from five of the participating municipalities, navigates VIS' strategic direction and selects the projects which are to be developed and implemented.

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WELFARE TECH

Welfare Tech is a national cluster organisation in Denmark. It is a hub for innovation and business development in healthcare, homecare and social services, striving to promote business opportunities and collaboration between members and business partners from private industry, public organisations and research and educational institutions.

The coherence between the members makes Welfare Tech a national entry point and test bed for companies who want to enter the Danish and European markets. Welfare Tech conveys new ideas and insights into the demands and requirements of hospitals and municipalities. The cluster has been awarded The Gold Label of the European Cluster Excellence Initiative (ECEI) – Proven for Cluster Excellence.

Welfare Tech has 14 employees. It is funded by public grants, project income, private membership fees and sponsorships, and has a budget of EUR 2,4 million. Major stakeholders are: The Region of Southern Denmark, The Danish Government, The European Regional Development Fund, and Accelerace.

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NUMBER OF EMPLOYEES 14
BUDGET MEUR 2,4
NUMBER OF COMPANIES ASSISTED 250

AALBORG UNIVERSITY HOSPITAL

REGION OF NORTH DENMARK

The North Denmark Region runs a number of innovation initiatives: Idéklivikken works with user-driven innovation, providing sparring with regards to idea and product development, industrial design, IPR-issues and commercialization; One-Stop-Shop enhances public-private innovation by facilitating tests and development between industry and hospitals; and EIR Business Park promotes research-driven innovation through PPPs. Within EIR, a number of clinical centers are being developed into test sites for industry.

Furthermore, the region is part of the national “Én indgang for Industrien”, which focuses on clinical trials and testing. Aalborg has undertaken five Quadruple Helix proof of concepts initiatives, where users, firms, universities and public entities cooperate on producing innovations.

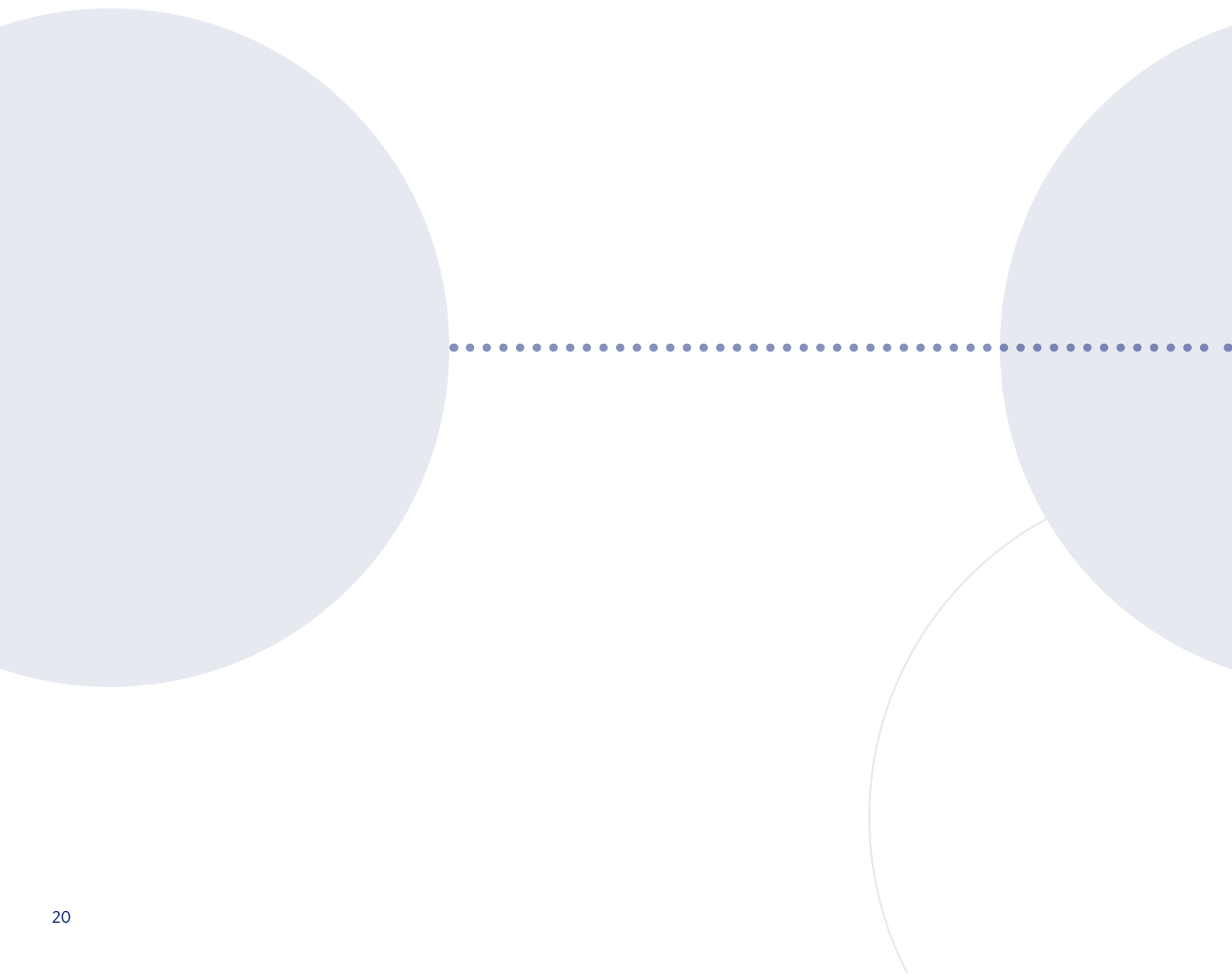
The innovation initiatives are funded jointly by the region and the European Structural Funds. The combined budget is DKK 13 million. More than 500 ideas have been processed and more than a 100 companies have been aided in their innovation.

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NUMBER OF EMPLOYEES 35
BUDGET MDKK 13
NUMBER OF COMPANIES ASSISTED 145
NUMBER OF IDEAS DEVELOPED 550
NUMBER OF PRODUCTS 15
NUMBER OF SERVICES DEVELOPED 8
NUMBER OF PATENT APPLICATIONS 14
NUMBER OF PATENTS ACQUIRED 1



CENTRE FOR HEALTH AND TECHNOLOGY (CHT)

UNIVERSITY OF OULU

Co-creation of next-generation health technologies, appliances and services are at the core of all activities at the Centre for Health and Technology at the University of Oulu.

CHT brings together the best ideas, people and resources from different industries and science fields - including ICT, bio- and health technologies - and supports testing and piloting of new solutions. It offers extensive competences pertaining to technological solutions based on the use of personalised health and wellbeing data, including use of service designing technologies. CHT has a strong focus on preventive thinking and healthy lifestyle management. The centre promotes R&D activities and new business creation.

Among CHT's main projects are Digital Health Revolution, READi for Health and INKA. It is active in the Oulu Innovation Alliance, Nordic Health Research and Innovation Networks, as well as other international networks. CHT has a staff of seven and operates with a large partner network.

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KUOPIO INNOVATION

Kuopio Innovation Ltd is the leading developer and coordinator of the Kuopio region innovation ecosystem. It runs the Kuopio Science Park, which combines expertise, knowhow and business in the fields of health and wellbeing, ICT and sensor technology.

Kuopio Innovation offers innovative ways to develop, test and pilot new health and wellbeing products and services, mainly related to active and healthy aging. As an example, it uses real life testing environments to develop smart housing concepts and is market leading in exploring gaming technologies in health services and in health promotion activities. Kuopio Innovation coordinated the national Health and Well-being Cluster in Finland until 2013 and is currently a key partner in a national Innovative Cities programme, focusing on future health.

Kuopio Innovation, which has a staff of 17, is owned by the City of Kuopio, Technopolis Oyj, University of Eastern Finland and Savonia University of Applied Sciences. Its turnover in 2013 was EUR 2,2 million.

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LAUREA LIVING LABS NETWORK

Laurea University of Applied Science runs a large network of physical and virtual development environments, testbeds and living labs for private and public actors working on product and service development. It also coordinates CIDE – Cluster of Innovation and Design, which has been instrumental in building the test-bed infrastructure in Finland.

Laurea Living Labs Network facilitates user-driven RDI projects based on cooperation with companies, third sector, public sector and higher education institutions. Ongoing projects include Smart Hospital Living Lab, which applies technological innovations to develop hospital service systems, processes and employee competences; mHealth booster, whose aim is to design and produce development environments for testing of health technology and services for the elderly; and Pumppu, a cross-regional project aiming at developing citizen-centric welfare services with multiple service providers.

Furthermore, the Laurea Medical and Care Simulation Centre offers facilities in which patient treatment can be practiced in a realistic hospital environment, from the patients arrival to the release to home care.

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LAUREA UNIVERSITY OF APPLIED SCIENCE

Laurea University of Applied Science is a research- and development oriented university in Helsinki that focuses on service innovations. It has a long history of multidisciplinary user-driven approach to RDI and efficiently involves different actors in the region, i.e. students, start-ups and businesses, end-users and public authorities, in co-designing business relevant services and social innovations. This creates a unique platform for designing, testing, assessing, modelling, implementing and distributing service innovations.

Laurea's four key focus areas are Service business; Expertise in nursing and coping at home; Security, safety and social responsibility, and Student entrepreneurship. The institution is involved in a large number of regional, national and international RDI activities in all four areas. Moreover, it cooperates closely with incubators and accelerators in the region and has its own enterprise centre called SPINNO. Laurea operates in seven units in the Greater Helsinki Region and had a turnover of approximately EUR 55 million in 2013. It has 500 personnel and around 8,000 students.

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NUMBER OF EMPLOYEES 500
BUDGET IN 2012 MEUR 57

OULLABS

OULLabs is a one-stop-shop providing test users, test environments and specialist services to support the development of products or services. It provides:

- Target-group-specific test user service for creating, developing and testing products or services
- Versatile test environments for collecting realistic user experiences of products or services
- Specialists for collecting user experience data on behalf of customers

OULLabs is a network of living labs, which operates with a small core group of personnel and draws on a wide range of external specialists in the network. It has conducted approximately 100 customer projects for private and public companies, varying from idea generation to testing products and services. Over 2000 users have been involved in the development activities.

OULLabs partners are Oulu Innovation Alliance members, University of Oulu, City of Oulu, Oulu University of Applied Sciences and VTT Technical Research Centre of Finland. It is managed by Center for Internet Excellence, University of Oulu.

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SALWE

SalWe is a Public Private Partnership that aims to create long-term cooperation between health and well-being companies and between companies and research. It runs a range of large-scale research programmes, which all aim to prevent and treat diseases with major public health and economic impact, and empower individuals to take part in their own health maintenance. The Finnish healthcare system serves as a testbed. SalWe currently runs three major programmes:

Intelligent Monitoring for Health and Well-being develops monitoring of risks, status and management of infections, inflammations and certain types of cancer. *Mind and Body* develops individual solutions for management of overweight and related health challenges, as well as prevention and better management of brain diseases. *Personalized Diagnostics and Care* promotes personalized diagnostics and treatment solutions. A fourth programme, *Speedy Recovery*, is under preparation for the period 2015-2018.

Total volume of the three current programmes exceeds €90 Million. About 55 per cent comes from Tekes, 30% from companies and 15% from research organisations.

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SGS FIMKO LTD

SGS is global inspection, verification, testing and certification company, which offers its clients access to a worldwide network of medical device offices, laboratories and experts. Its key focus areas include safety testing, risk management, regulatory compliance, patient safety and internationalisation.

SGS Fimko provides testing and certification of medical devices, including pre-testing and training in complex regulatory compliance issues; services to certify medical devices to the European market by assisting businesses in obtaining the CE-mark for their products as a notified body 0598; and certification of quality systems to meet the requirements of the ISO 9001, ISO 13485 or ISO 14001 standards.

SGS operates a network of more than 1,650 offices and laboratories and has more than 80,000 employees around the world. The services of its network grant access to multiple international approvals, including CB, CE, NRTL, CMDCAS, JPAL, CCC, INMETRO, GOST, etc.

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BUSINESS DEVELOPMENT
IPR CONSULTING
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PUBLIC PROCUREMENT

NUMBER OF EMPLOYEES 80,000

TWICT

TURKU UNIVERSITY OF APPLIED SCIENCE LIVING

LAB FOR WELLBEING AND ICT

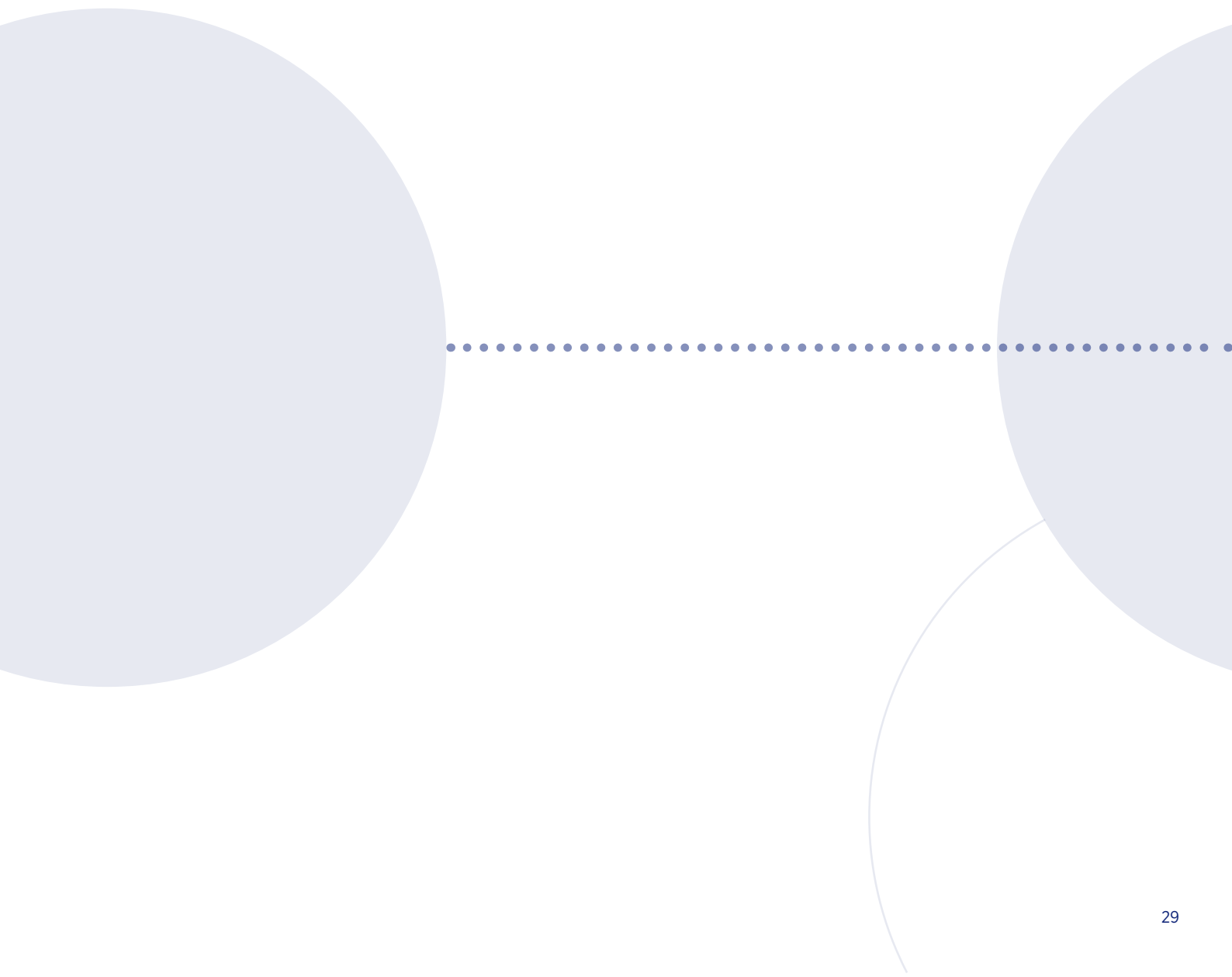
TWICT is part of the research, development and innovation organization at Turku University of Applied Sciences, and coordinates several physical and virtual living labs.

TWICT operates in three main focus areas: creation and development of new technological and business ideas, typically combining ICT with personalized mobile wellbeing solutions or home services for the elderly; testing products and technologies in a simulated home environment together with students and real life users; and mentoring and supporting testers, whether individuals or test organizations. TWICT contributes to the work in TUAS' various research groups when activities require expertise in combining ICT, wellbeing and user centric approach.

Current projects include GeoSmart City, a pilot that integrates open geographical data with data from social services, aiming to reduce traveling time and optimize services in home care, and Sampo, which is occupied with providing various health services in homes.

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INNOVATION CENTER ICELAND

Innovation Center Iceland is a leading R&D and business support institute in Iceland. It offers R&D support and start-up funding for entrepreneurs and innovative start-ups, and provides consulting in areas of technological development, commercialisation and internationalisation.

Innovation Center Iceland is active in identifying and commercialising promising health care innovations. Its services include a toolbox for innovators in the health and welfare sector, an extensive technology transfer database, a range of web-based services, as well as business development guides and information on national and European funding. Furthermore, its health sector incubator, KIM Medical Park, provides access to certified labs and production facilities for health care staff and businesses. The R&D departments of Innovation Center are actively involved in international cooperation projects with entrepreneurs and SMEs within the health care sector.

The organisation's turnover in 2013 was approximately ISK 1,2 billion. 40 per cent of that amount was government funding, granted through the Ministry of Industries and Innovation.

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LANDSPITALI UNIVERSITY HOSPITAL

Landspítali University Hospital's RDI efforts include medical research, genetic studies, brain activity monitoring, eye research, risk calculations, and software- and app development for physicians and public. Innovations are tested in the hospital's departments, ensuring feedback from health care personnel, patients and their relatives.

Landspítali University Hospital funds innovative projects through its science fund, which supports companies created around innovations from hospital staff, as well as young scientists and RDI groups. Also, its quality improvement fund supports projects that improve quality of care and optimise use of resources. All projects have access to guidance with regards to good clinical practice, innovation processes and funding applications. Moreover, Landspítali cooperates with Innovation Center Iceland on commercialisation of ideas and innovations.

Landspítali serves as a secondary care hospital for more than two-thirds of the Icelandic population and is the entire country's tertiary care centre for complicated treatment. Its annual turnover is approximately ISK 48 billion.

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PRIMARY CARE OF THE CAPITAL

ICELAND

Primary Care of the Capital Area, Heilsu-
gæsla hofudborgarsvaedisins, is the largest
provider of primary care services in the Rey-
kjavik area, which includes six municipalities
with a total of 170,000 inhabitants.

HH is a formal testbed for the development
of the Icelandic electronic medical record,
Saga EMR, which is marketed by the priva-
tely owned software developer TM Software
by contract with the Directorate of Health in
Iceland. A recent spin-off from this work is
Vera, a secure, patient web portal to access
medical history, schedule office appoint-
ments, renew and review prescriptions and
contact health providers. The software will
soon be ready for test implementation at
three health centres in Reykjavik. HH has a
number of personnel dedicated to this pro-
ject, including physicians, nurses and allied
health care professionals.

HH is a governmentally funded and ow-
ned organisation. It has a staff of around
500 and runs 15 health centres, as well as
centralised clinical support services. Annual
operating budget is around ISK 5 billion.

CONTACT

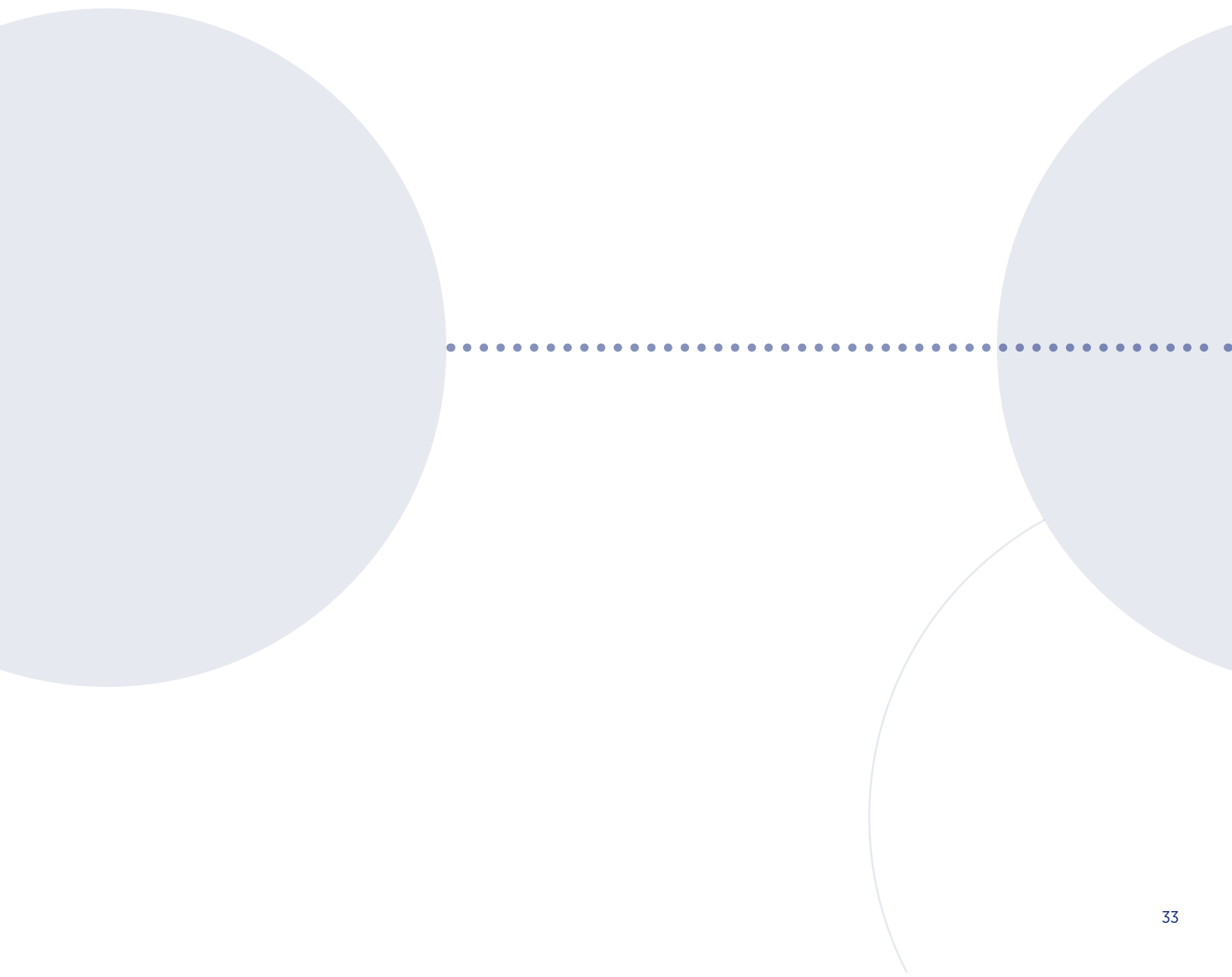
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BTO

BERGEN TECHNOLOGY TRANSFER

BTO is the technology transfer office in Bergen, supporting eight research institutions with innovative projects and commercialisation. Its objective is to contribute to the realisation of innovative research results and ideas that may be beneficial for individuals, the market and society.

Two of its owners, University of Bergen and Haukeland University Hospital, supply BTO with a broad range of health innovation projects. In total, BTO has contributed to the start-up of about 10 health companies, among them BerGenBio and Holberg EEG. BTO also initiates and contributes to innovation related workshops, tests prototypes and uses interaction design in health innovation projects.

BTO is a publicly owned private company, which receives funding from, among others, its owners, the Norwegian Research Council, and Innovation Norway. It has an annual budget of NOK 40 million and develops around 150 ideas per year. BTO currently manages Nordic Network for Tech Transfer and Health, NORTTH, and the Nordic Health Research and Innovation Networks, NRI.

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NUMBER OF EMPLOYEES 20
ANNUAL BUDGET MNOK 40
COMPANIES ESTABLISHED 35
IDEAS DEVELOPED 150 PER YEAR
NUMBER OF PATENT APPLICATIONS 290

THE CLINIC OF INNOVATION

OSLO UNIVERSITY HOSPITAL

The Clinic of Innovation, Idépoliklinikken, aims to foster innovation by acquiring ideas from health care professionals, patients, relatives and research companies, as well as actors outside the health care industry. It offers a range of advice and assistance to idea generators, owners and innovators, helping them develop, implement and spread their ideas.

The clinic's services include knowledge on innovation and project development and documentation of effects. Its web platform – www.idepoliklinikken.no – is a complete innovation tool, which allows the clinic to gather information about the projects, provide feedback and select a team of internal and external partners that will contribute to further development.

Moreover, the clinic helps share the innovation through a range of partnerships. Knowledge sharing is a key feature of its operations. It continuously aims to share its work – locally, nationally and internationally – as well as learning from others in order to improve healthcare services. The Clinic for Innovation has six employees.

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INNOMED

InnoMed is a national competence network for need-driven innovation in the Norwegian health care sector. It addresses important challenges, like the growing number of elderly, patients with chronic diseases and problems related to lifestyle.

InnoMed develops projects in an early innovation phase, i.e. identification of needs, investigating project possibilities and establishing project organisation and partnerships. Its portfolio entails 90 pre-projects in eight categories, including prevention, diagnostics, treatment, follow-up and rehabilitation, and solutions for patients and health care personnel. These projects have resulted in 60 development projects and more than 20 service and product innovations.

InnoMed is owned by The Norwegian Directorate of Health and run by the research organization SINTEF. The network is organized with innovation advisors in each of the four Health Regions. InnoMed works together with health care companies, municipalities, patient organisations, various R&D environments and businesses. Funding is provided by the Norwegian government, while pre-projects are mainly financed by The Norwegian Directorate of Health and Innovation Norway.

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INTERVENTION CENTRE

OSLO UNIVERSITY HOSPITAL

The Intervention Centre has developed a testbed for medical devices that serves as a platform where new early stage and pre-market diagnostic and therapeutic equipment and devices can be evaluated. The testbed has capabilities to perform testing in various phases of development of new devices or equipment. Its services include pre-clinical and clinical testing.

The purpose of the testbed is three-fold:

1. To speed up the development of new treatments or procedures for various disease processes, thereby improving patient outcomes
2. To assist medical device developers in their effort to bring beneficial products to the market and thereby make them available for patients
3. To stimulate development of Norwegian medtech industry

Oslo University Hospital's Intervention Centre has an annual budget of MNOK 35 and a staff of 45. It has assisted over 50 companies in developing new equipment and devices. More than 40 patents have been acquired.

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FULL-TIME EMPLOYEES 45
BUDGET MNOK 75
NUMBER OF COMPANIES ASSISTED 100
NUMBER OF IDEAS DEVELOPED 100+
NUMBER OF PRODUCTS 10
NUMBER OF SERVICES DEVELOPED 50+
NUMBER OF PATENT APPLICATIONS 50+
NUMBER OF PATENTS ACQUIRED 40

NST

NORWEGIAN CENTRE FOR INTEGRATED CARE AND TELEMEDICINE

NST is the world's largest centre for research and development in telemedicine and e-health. Its key focus areas are innovation and implementation of large-scale telemedicine solutions, prevention and self-management, coordinated care and clinical systems supporting patient pathways.

NST co-founded the Tromsø Telemedicine Laboratory, a centre for research-based innovation that combines human caring with technologies in order to improve care for patients with chronic diseases. It cooperates with three municipalities in developing and testing e-health solutions that increase quality of care and reduce hospital stay. Furthermore, the Skills and Simulation Centre (FOSS) provides students at the Faculty of Health Sciences and staff at the University Hospital with facilities to train clinical skills and gain experience in complex clinical simulation scenarios. The centre will serve as a location for a living lab in e-health.

NST is a centre at the University Hospital of North Norway. It has 110 employees and has assisted in the development of more than 100 innovative ideas. Its yearly budget is MNOK 80.

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NUMBER OF EMPLOYEES 110
BUDGET MNOK 80
NUMBER OF COMPANIES ASSISTED 10
NUMBER OF IDEAS DEVELOPED 100
NUMBER OF PRODUCTS 15
NUMBER OF SERVICES DEVELOPED 40

OPERATING ROOM OF THE FUTURE (FOR)

ST. OLAVS HOSPITAL

The Operating Room of the Future, FOR, is an integrated university clinic, situated at St. Olavs hospital in Trondheim in Norway. Its facilities allow students, researchers and innovators to do clinical research and experimental studies under the best possible conditions.

FOR includes six operating rooms, which all serve as unique laboratories for the development, testing and clinical implementation of new technology and new treatment modalities. Its goal is to encourage research and innovation to obtain better and more safe patient care, more efficient logistics and better architecture of operating departments. New technologies are developed and tested in the operating rooms in collaboration with a long range of partners, both private and public.

FOR is a collaboration project between St. Olavs Hospital, University Hospital of Trondheim and The Norwegian University of Science and Technology. FOR has a staff of eight and is currently involved in 28 different innovation projects.

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OSLO MEDTECH

Oslo Medtech is a cluster organization which is dedicated to supporting and accelerating the development of new medtech, eHealth and mHealth/assisted living products, services and innovative solutions for the Norwegian and global health care market. Since its inception in 2009, Oslo Medtech has stimulated development of test facilities in Norway.

Its key focus areas include initiating triple helix cooperation on health care development projects; encouraging market-driven innovation and procurement processes; and facilitating clinical trials and testing. Commercialisation and internationalisation of innovative ideas are at the core of Oslo Medtech's activities.

Oslo Medtech's members include 11 R&D institutions, 11 hospitals and municipalities and more than 150 companies engaged in medtech, eHealth, assistive technology development, financing, manufacturing etc. It is part of Innovation Norway's cluster programme and collaborates with Oslo and Akershus Counties on regional RDI. Oslo Medtech is funded through a combination of public funds and private financing.

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SUNNAAS HOSPITAL'S INNOVATION UNIT

Sunnaas has been involved in innovation for more than 50 years, in particular development of aiding equipment like wheelchairs and walkers, communication devices for people with aphasia, telemedicine, virtual reality, rehabilitation and psychological services.

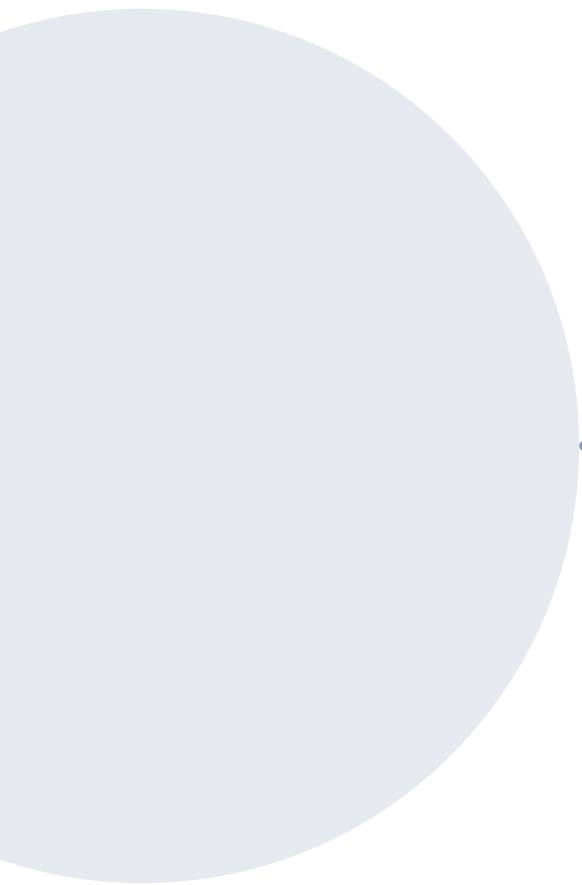
Sunnaas' Innovation Unit was established in 2011. Since then, it has launched 34 innovation projects, seven of which have already been concluded. The unit's key innovation areas include: gaming and virtual reality; movement and movement analysis; telemedicine and communication; cognitive rehabilitation; patient safety; and innovation as a tool and method for organisational development. Lastly, a testbed will be formally established in 2015.

Sunnaas Hospital is the largest rehabilitation hospital in Norway, and one the largest in Europe. It works in close collaboration with the major trauma centres in Norway and hundreds of municipalities. Sunnaas Hospital's Innovation Unit has a budget of NOK 8-9 million per year.

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NUMBER OF EMPLOYEES (PT) 50
BUDGET MNOK 8-9
NUMBER OF COMPANIES ASSISTED 10 PER YEAR
NUMBER OF IDEAS DEVELOPED
NUMBER OF PRODUCTS
NUMBER OF SERVICES DEVELOPED
NUMBER OF PATENT APPLICATIONS
NUMBER OF PATENTS ACQUIRED



BOTNIA LIVING LAB AT CENTRE FOR DISTANCE-SPANNING TECHNOLOGY (CDT)

Botnia Living Lab is CDT's open environment for human-centric research and development of new innovative ICT-based products and services.

Botnia started in 2000 and has matured from a test-bed to a real-life laboratory, powered by more than 6000 co-creative pilot users. Today, Botnia is a world-leading environment for user-centric research, development and innovation, instrumented by methods, tools and experts, and a web-portal for interaction with user groups. Services include need finding, concept development, service co-creation, reality testing and pre-commercial piloting.

With its focus on advanced IT services and products, Botnia's strategy is to be independent from (geographically) fixed assets and service experimentation relying on readily available hardware and communication infrastructure. Botnia's track record includes application areas such as: mobile marketing, wellbeing, energy saving, sports and culture, e-democracy and security.

CDT is a research, design and innovation joint venture between Luleå University of Technology and the IT industry. The activities are funded by institutional sources, national and international alike.

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NUMBER OF EMPLOYEES 6
BUDGET IN 2013 MSEK 16
NUMBER OF PRODUCTS 10
NUMBER OF PATENTS ACQUIRED 10

CLIN TRIALS SKÅNE

Clin Trials Skåne's purpose is to encourage collaboration between the life science industry, academia and public healthcare in Region Skåne. The company provides convenient and efficient access to the region's public healthcare for clinical trials and other product development for healthcare related products and services. It assists in anything from idea validation to clinical trials.

Clin Trials Skåne's services include access to patients and medical staff; local market and needs assessment through interviews, questionnaires etc.; and access to usability labs or clinical environments. It conducts clinical trials, including study logistics analysis, feasibility, patient selection, and recruitment of clinical trial volunteers. Clin Trials Skåne has access to a clinical pharmacology unit at Skåne University hospital for phase I and phase II trials.

Clin Trials Skåne's staff of seven assists more than 100 companies in the pharmaceutical and medtech industries annually. The company is fully owned and primarily funded by Region Skåne, while VINNOVA contributes funding to the testbed programme. In the long-term, service fees will finance the entire operation.

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NUMBER OF EMPLOYEES 7
BUDGET MSEK 6,3
COMPANIES ASSISTED 100 PER YEAR

EXPERIO LAB

COUNTY COUNCIL OF VÄRMLAND

Experio Lab is a new national centre for patient-oriented service innovation embedded into Värmland County Council in Sweden.

The initiative's aim is to contribute to health development and improve patient care experiences. The lab's services are primarily directed towards health sector staff, patients and relatives, who take a practical and active part in all innovation projects.

This new health-focused service design lab is supported by Sweden's Innovation Agency, and acts as a lighthouse to help other regions in Sweden leverage best practices when it comes to improving patients' experiences and developing knowledge. Experio Lab has 12 employees and an annual budget of MSEK 10. It has participated in the development of approximately 100 ideas, and, as a result, ten new healthcare services have already been implemented.

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NUMBER OF EMPLOYEES 12
BUDGET MSEK 10 PER YEAR
NUMBER OF COMPANIES ASSISTED 10
NUMBER OF IDEAS DEVELOPED 100
NUMBER OF SERVICES DEVELOPED 10

FAMNA

THE SWEDISH ASSOCIATION FOR NON-PROFIT HEALTH AND SOCIAL SERVICE PROVIDERS

Famna is the interest organisation for non-profit health and social service providers in Sweden. It runs a testbed for patient-centred health and social care, focussing on need-driven innovation and development.

Famna supports the development of innovations in non-profit health and social care by promoting continuous improvement, repeatable innovations and dedicated development, and is currently developing an IT solution for patient-centred care as a learning case. Lastly, it encourages research on how best to implement innovation processes in complex health and social care services. Famna's testbed aims to improve patient-centred care by allowing the elderly, their relatives, personnel, companies, academia and health and social care providers to cooperate on testing and development of innovative products and services.

The organisation is a consortium of public, private and non-profit organisations. It has an annual budget of SEK 3,5 million and a staff of 11.

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INNOVATION AKADEMISKA

UPPSALA UNIVERSITY HOSPITAL

Innovation Akademiska runs a testbed for medtech companies, including idea validation, prototype and usability testing with clinical staff and in clinical environments, as well as clinical investigations of effect and function. It cooperates closely with the innovation eco-system in Uppsala.

Innovation Akademiska provides project management in order to meet business needs and accelerate development of innovative healthcare solutions. It claims no intellectual property or ownership, and non-disclosure agreements ensure confidentiality.

Innovation Akademiska is part of the University Hospital receiving external funding from VINNOVA and the Regional Council. It has seven employees and has contributed to the development of more than 160 ideas. It cooperates closely with 15 external partners, including Uppsala BIO and ALMI.

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NUMBER OF EMPLOYEES 7
NUMBER OF COMPANIES ASSISTED 70
NUMBER OF IDEAS DEVELOPED 160
NUMBER OF PRODUCTS 20

INNOVATION LAB FOR eHEALTH

KAROLINSKA UNIVERSITY HOSPITAL

The Innovation Lab for eHealth sets the stage for clinicians, researchers and industry partners to collaboratively develop and test innovative eHealth solutions. It offers first class test facilities and provides support and consulting on innovation projects – everything from idea conception to innovative procurement. Key focus areas include IT-governance, „follow the patient“, big data and mobility.

The idea is to use the extensive patient data available to improve health care operations management, research and decision support - in a structured, controlled and secure manner. To achieve this, the Informatics Testbed for Future Healthcare (ITH) was set up, offering a modern IT environment where integration platforms and service contracts allow for innovation using data from various sources.

The Innovation Lab for eHealth is a virtual organization, run by Stockholm County Council and Karolinska – a structure which ensures access to the latest clinical- and informatics research.

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INNOVATIONSSLUSS ÖSTERGÖTLAND

Innovationsluss Östergötland's purpose is to increase the number of innovative health service ideas that are captured, developed and commercialized. It cooperates with health care personnel in the region and also supports external companies by facilitating introduction of new innovations in healthcare. The innovation gateway's official mission is:

„To systematically coordinate, support and strengthen existing efforts in the development and commercialization of health and social care related ideas in the region of Östergötland.“

This work is carried out by identifying and exploiting the potential within the County Council's activities, as well as through interaction with the regional business community.

Innovationsluss Östergötland's main objective is to ensure that more ideas are captured, tested, evaluated and put to use for those who need them most. It serves as the link between a good idea and the employees, the innovators, the patient, family or business owners. Together, they contribute to an improved quality of care and savings in shared resources, where innovative solutions are utilized while creating growth in business.

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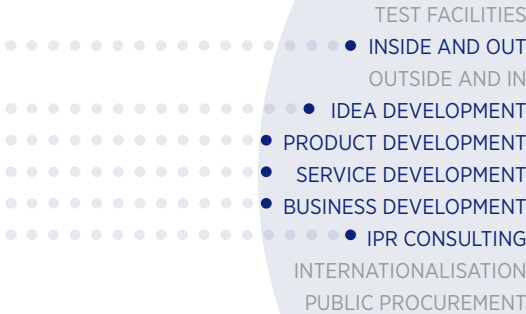
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INNOVATOR SKÅNE

Innovator Skåne assists the staff of Region Skåne - 32,000 employees in total - in bringing their innovative product and service ideas to the market via partners, whether startups or established medtech companies.

Its services include idea-, product- and service development, technical support and consulting services with regards to IPR, public procurement and internationalization. All ideas go through a well-defined idea development process, consisting of five steps.

Innovator Skåne has 10 employees and a yearly budget of SEK 9,5 million. It participates in the development of approximately 30 innovative ideas per year, and launches, together with its partners, around 10 new products and five new health care services yearly. It is fully owned by the Region of Skåne, which funds the company with SEK 8 million per year, while the remaining SEK 1,5 million comes from company sales.



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NUMBER OF EMPLOYEES 10
 BUDGET MSEK 9,5
 IDEAS DEVELOPED 30 PER YEAR
 NUMBER OF PRODUCTS 15 PER YEAR
 SERVICES DEVELOPED 5 PER YEAR
 PATENT APPLICATIONS 5 PER YEAR

LINKÖPING UNIVERSITY

INTERACTION AND SERVICE DESIGN

Interaction and Service Design is a research group at Linköping University. The group studies the applied art of facilitating people's interaction, mediated by IT-based products, services and systems. Its main activities are user-driven design research projects in close collaboration with companies and organisations.

The Interaction and Service Design research group engages in projects where design competence and capacity drives a human-centred approach to innovation and development, often across several stakeholders, and from the policy level to the specific project level. It has been involved in a range of projects occupied with everything from quality of life for elderly and issues related to hearing impairment to projects aiming to improve weather services and use of technology in education.

The Interaction and Service Design research group has 10 employees. It is based in Linköping University's Department of Computer and Information Science.

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MISTEL INNOVATION

THE MUNICIPALITY OF VÄSTERÅS

MISTEL is a three-year project aiming to establish a test bed for innovations for elderly care. The project was launched in September 2013 and is still in its build-up phase.

MISTEL should be open for innovations which contribute to independence and well-being among elderly and people with disability, with or without social care, as well as for innovations that contribute to good social care in the municipality. The test bed facilitates testing among ordinary people, in homes, in residential homes and in MISTEL's own test apartment. Furthermore, it provides support in the idea generation and development process, organises education and mediates contact to its partner network.

MISTEL is operated by the municipality of Västerås and is partly funded by VINNOVA. 16 partners are involved in the project - care giving organisations, associations for retired persons, innovation stakeholders, financiers and regional public authorities.

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NUMBER OF EMPLOYEES 2
NUMBER OF COMPANIES ASSISTED 13

NORDIC MEDTEST

Nordic MedTest (NMT) is an independent and open test centre, where public and private healthcare organisations – in close cooperation with suppliers of IT systems and software - can develop, test and safely introduce new and innovative IT services in healthcare.

Its main objective is to increase patient safety and IT efficiency by better testing and certification in eHealth and other health sector IT solutions. NMT's service catalogue includes expert consulting, testing environments, certification, test management, usability, data fabrication and validation for testing purposes, as well as education and test-driven development.

NMT's activities have up until now involved around 50 organisations, including various counties, regions and private companies. Moreover, it contributes to the National eHealth Solutions programme, through its cooperation with Inera.

NMT is a national project, managed by the County Council of Värmland. It currently has 13 employees and five full-time consultants. Nordic MedTest's budget for 2014 is MSEK 15.

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NUMBER OF EMPLOYEES 18
BUDGET MSEK 15
NUMBER OF COMPANIES ASSISTED 50

NORRBOTTEN COUNTY COUNCIL

Norrbottnen County Council (NCC) is responsible for delivering healthcare and dental care to the county's 250 000 inhabitants. It has a long tradition of developing and testing ICT products and services, whether owned by NCC itself or by collaborating organisations. These ICT services have won several prestigious prizes.

In order to promote and boost the organisation's innovation capacity, NCC established the innovation gateway Innovationsluss Norr in 2010. It has now been permanently integrated in the council's R&D department. This last year, the County Council has been working on a testbed within person-centred care. In cooperation with a variety of businesses, NCC and the municipalities have tested new health care services for the elderly. NCC is also active in e-health networks and conferences on the international arena.

The county councils in Sweden consist of elected regional representatives, and are responsible for healthcare, dental care and regional growth matters. Norrbotten County Council has 7000 employees and a total budget of SEK 6,500 million.

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- OUTSIDE AND IN
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- PRODUCT DEVELOPMENT
- SERVICE DEVELOPMENT
- BUSINESS DEVELOPMENT
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NUMBER OF EMPLOYEES 10
BUDGET MEUR 2,5
NUMBER OF COMPANIES ASSISTED 30
MANY IDEAS DEVELOPED

NORRLANDICUS CARE LAB

INVESTERA MITTSVERIGE

Norrlandicus is an R&D project financed by VINNOVA and Västernorrland County Council. Its objective is to create a testbed for elderly care, allowing for testing of products, services and new workflows.

The project, which is in its preparatory phase, is coordinated by Sundsvall Municipality's social services, which also supply test facilities, such as homes for the elderly, assisted living areas and home care services. Furthermore, one of the project partners, Krambo, contributes with environments to test ICT solutions intended for senior citizens living in their own homes.

Norrlandicus has developed a method to evaluate if integrating an innovation in older people's immediate environment changes the way they perceive their life quality and dignity. At the same time, the innovation's relevance and potential can be evaluated. The project is currently conducting its first tests in order to verify its evaluation methods. Norrlandicus Care Lab has six employees.

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NUMBER OF EMPLOYEES 6
NUMBER OF COMPANIES ASSISTED 6

SMARTA ÄLDRE TESTBED

ÖREBRO REGION SCIENCE PARK

The Smarta äldre test bed facilitates innovation in healthcare that promotes independent living for the elderly. Its main focus is technology-oriented solutions, which can be used at home.

The testbed operates with four interlinked processes: assisting end users and healthcare professionals in capturing ideas; assisting companies to test prototypes with real users; enabling commercialization with other partners; and assisting companies to gain exposure to end user and eventual customer base. Test facilities include Ängen research and innovation apartment, hospitals, private residences and nursing homes. Collaboration with Örebro University's research group in robotics and intelligent systems gives access to further testing capacities.

Testbed Smarta äldre is a project between the municipality of Örebro, Örebro County Council, the University of Örebro and Örebro Region Science Park. It is funded together with VINNOVA, the Regional Development Council and companies. Annual budget is SEK 3 million.

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NUMBER OF EMPLOYEES 18
BUDGET MSEK 3 PER YEAR
NUMBER OF COMPANIES ASSISTED 20
NUMBER OF IDEAS DEVELOPED 20
NUMBER OF PRODUCTS 20
NUMBER OF PATENT APPLICATIONS 1
NUMBER OF PATENTS ACQUIRED 1

STOCKHOLM LIVING LAB

SICS SWEDISH ICT

Stockholm Living Lab is focused on executing projects within the eHealth sector. Projects are formed together with industry, municipalities, county councils and research organisations to solve challenges with medical care over distance, social care and other care related issues.

Stockholm Living Lab has performed detailed studies of the user groups in the home care sector. Its services range from providing methods, portal software, and access to users and test facilities, to organising meeting places between companies and the public sector. Furthermore, it assists health care users and companies in their idea- and business development.

Stockholm Living Lab is a neutral and non-profit organisation and has access to a large number of researchers. The project is funded mainly by public organisations, such as EU, VINNOVA and others. It has a budget of EUR 2,5 million and a staff of 10.

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INTERNATIONALISATION
PUBLIC PROCUREMENT

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NUMBER OF EMPLOYEES 10
BUDGET MEUR 2,5
NUMBER OF COMPANIES ASSISTED 30
MANY IDEAS DEVELOPED

SWEDISH INDUSTRIAL DESIGN FOUNDATION

The Swedish Industrial Design Foundation is a national hub, whose aim is to implement design thinking and co-production into all improvement and innovation movements in the public and private sectors.

The Foundation runs a national health programme, focussing on publicly funded health and social care and the services in these areas. It lectures in various national forums and supports other actors in organising projects to develop their innovation capability. It is currently working on a toolkit and a national benchmarking system in health and social care innovation.

Furthermore, the Foundation runs a network for information sharing and inspiration together with the Swedish Association for Local Authorities and Regions, and the National Council for Co-produced Health and Social Care together with a range of national partners. The bulk of the organisation's funding comes from Tillväxtverket - the Swedish Agency for Economic and Regional Growth. The Swedish Industrial Design Foundation has eight employees.

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NUMBER OF EMPLOYEES 8

TESTBED FOR PERSON-CENTRED CARE

NORRBOTTEN COUNTY COUNCIL

Norrbottn County Council's testbed for person-centred care is a collaboration project supported by Norrbotten County and VINNOVA. It is now launching six projects regarding the care of dementia, intensive care in the field and palliation - an approach to care for the chronically ill and the elderly.

The testbed's strength is its ability to support projects in a competent and structural manner. Conducting pilots before implementing on a larger scale is cost-effective, and produces better grounds for decision-making. The aim is to support projects involving person-centred care through cooperation with companies and universities, which will contribute with ideas, technical support, outcome measures and research. A new idea portal will moreover be launched this autumn.

The testbed for person-centred care had a budget of approximately SEK 6 million in its first year, 60 per cent of which came from Norrbotten County Council and 40 per cent from VINNOVA. The testbed, which is a three-year project, involves 25 employees.

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PUBLIC PROCUREMENT

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NUMBER OF EMPLOYEES 25
BUDGET IN FIRST YEAR MSEK 6
NUMBER OF COMPANIES ASSISTED 2

TESTBED FOR THE ELDERLY CARE

CITY OF MALMÖ

The testbed for the elderly care in the city of Malmö tests and develops needs-driven innovations and ideas for elderly in regular housing. The aim is to develop and test innovations in practice that respond to the needs of women and men who are 65 years or older.

These innovations are to improve the quality of the medical and social care and support, and also enhance safety and security in the homes of the elderly. The ideas and innovations can be products, services, processes or organizational solutions. The testbed enables tests and development of innovations, and will provide a forum, open to new ideas and collaboration between companies, researchers, employees, users, relatives and civil society.

The City of Malmö is developing and establishing the testbed for the elderly care in co-operation with Malmö University and Medeon Ltd, with financial support from the Swedish Governmental Agency for Innovation Systems, VINNOVA. The testbed is scheduled to be fully established by 2016.

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VERYDAY

Veryday is a Swedish company that works with people-driven innovation. One of its key focus areas is Connected Health, which addresses the significant changes the health sector is facing due to today's ubiquitous connectivity. Veryday's services are aimed at assisting its clients in meeting this transformation by putting their customers and users in focus.

Projects in the health sector are based on an analysis of the unmet needs of patients, caregivers, health care personnel, payers, providers and other stakeholders. All subsequent design processes and business development is grounded in this initial need analysis. Veryday's aim is to enable delivery of a more personalized, collaborative and accessible care through technology-enabled service solutions. Application areas include adherence, care coordination, chronic disease management, clinical trials, intensive care, primary care, as well as remote care and monitoring. Prevention and individual empowerment are key in Veryday's approach.

Veryday employs 70 people in its offices in Stockholm, London, New York and Shanghai.

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NUMBER OF EMPLOYEES 70
BUDGET MSEK 60-65
NUMBER OF COMPANIES ASSISTED 500
NUMBER OF IDEAS DEVELOPED 10,000
NUMBER OF PRODUCTS 2,500
NUMBER OF SERVICES DEVELOPED 100
NUMBER OF PATENT APPLICATIONS 300
NUMBER OF PATENTS ACQUIRED 300

VINNOVA

THE SWEDISH GOVERNMENTAL AGENCY FOR INNOVATION SYSTEMS

VINNOVA is Sweden's Innovation Agency. Its mission is to promote sustainable growth by improving the conditions for innovations, as well as funding needs-driven research.

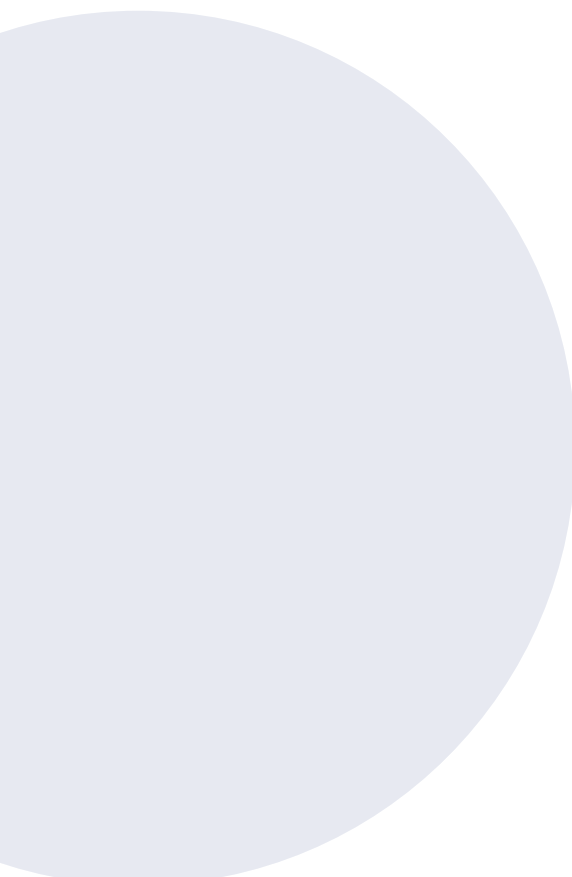
VINNOVA has been instrumental in the establishment of test beds and innovation gateways in Sweden. Today, it is financing 17 test beds in the health care and elderly care sectors. The funding amounts to SEK 70 million in 2012-2016.

Every year, VINNOVA invests about SEK 2,7 billion in various initiatives, and co-financing from actors must total at least the same amount. Funding decisions are made with assistance from national and international experts and there is ongoing monitoring and evaluation of all initiatives.

VINNOVA is a Swedish government agency working under the Ministry of Enterprise, Energy and Communications and acts as the national contact agency for the EU Framework Programme for R&D. About 200 people work at its offices in Stockholm and Brussels.

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NUMBER OF EMPLOYEES 200
BUDGET MSEK 2,700



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Nordic Innovation