EIT Health Competency Framework

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Introduction

The **EIT Health Competency Framework** provides a structured progression model that defines the knowledge, skills, and behaviours learners are expected to demonstrate as they advance through increasingly complex stages of professional capability.

Developed in 2024 with the support of EIT Health partners and non-partners from industry, business, and academia, the framework reflects a broad consensus on the competencies required to navigate and lead within today's health innovation ecosystems. It is reassessed on an annual basis to ensure continued relevance, quality, and alignment with emerging trends across the sector.

The framework consists of four **proficiency levels** - *Explore, Practice, Accomplish,* and *Inspire* - which together articulate a clear developmental trajectory. These levels are intentionally progressive, guiding learners from foundational understanding to advanced, system-level leadership. At each stage, the framework defines precise and measurable *Intended Learning Outcomes (ILOs)* that describe the abilities learners should acquire by the end of a programme or learning experience.

Each proficiency level spans several competency **domains** - *including Innovation & Entrepreneurship, Problem-solving, Critical Thinking, Leadership, Stakeholder Engagement, Health Technology Management, Digital Health,* and *Health Systems* - ensuring both depth and breadth across the competencies most relevant to contemporary healthcare and innovation landscapes.

The proficiency levels: Definitions

Explore: Develop foundational awareness and understanding to begin contributing within the sector.
Explore introduces fundamental concepts, enabling learners to recognise essential principles, describe key processes, and develop initial awareness of their field.

Practice: Apply knowledge, methods and skills to address challenges and create value within your field of influence.
Practice focuses on the application of knowledge and methods in real contexts, equipping learners to use tools, solve problems, and contribute meaningfully within their immediate professional environment.

Accomplish: Deliver meaningful impact by developing solutions, improving practices and leading initiatives within your field and the wider sector.
Accomplish emphasises the delivery of impactful results; learners at this stage design solutions, coordinate initiatives, and influence practices within their organisations or areas of professional influence.

Inspire: Transform systems by shaping visions, influencing policy or strategy, and guiding others across and beyond your sector.
Inspire represents the highest level of proficiency, where learners shape strategic visions, champion innovation, mentor others, and contribute to transformative change across and beyond the health system.

Proficiency Level	Bloom's Taxonomy[1]	Suitable action verbs	Samples of Common Assessment Methods[2]
Explore	Remember + Understand	*identify, recognise, describe, outline, summarise, explore, explain (basic), discuss (introductory), distinguish, classify (simple), recall, understand, observe, reflect (basic)*	• *MCQs, true/false* • *Matching* • *Simple recall quizzes* • *Short written responses* • *Concept maps* • *Basic case questions* • *Oral explanations*
Practice	Apply + (lower) Analyse	*apply, demonstrate, implement (basic), interpret, analyse, organise, develop (basic outputs), use, perform, compare, select, adapt, contribute, coordinate (small-scale), refine, evaluate (basic)*	• *Scenario-based MCQs* • *Structured practical tasks* • *Basic simulations* • *Problem-solving exercises* • *Case analysis* • *Structured essays* • *Workflow mapping* • *Root-cause analysis tasks*

[1] Bloom, B. S. et al. (1956). *Taxonomy of Educational Objectives: The Classification of Educational Goals. Handbook I: Cognitive Domain.* New York: David McKay.

[2] Anderson, L. W., & Krathwohl, D. R. (Eds.). (2001). *A Taxonomy for Learning, Teaching, and Assessing: A Revision of Bloom's Taxonomy of Educational Objectives*. New York: Longman,

Accomplish	Analyse + Evaluate + (lower) Create	*design, develop (advanced), implement (advanced), evaluate, integrate, optimise, lead (projects or teams), coordinate (initiatives), recommend, formulate, synthesise, manage, resolve, influence (local), challenge (constructively), innovate (contextual), appraise (advanced)*	• *Case analysis* • *Structured essays* • *Workflow mapping* • *Root-cause analysis tasks* • *Critical appraisal* • *Reflective writing* • *Debate* • *Peer review* • *Projects* • *Proposals* • *Design challenges* • *Prototyping* • *Capstone projects* • *Innovation pitches*
Inspire	Evaluate + Create (strategic/system level)	*transform, influence (system-level), champion, advocate, spearhead, inspire, envision, shape, orchestrate, innovate (system-level), mentor, coach, mobilise (sector-wide), drive, lead (strategic), redesign, reimagine, catalyse, empower, challenge (systems), elevate, promote (sector change)*	• *Critical appraisal* • *Reflective writing* • *Debate* • *Peer review* • *Projects* • *Proposals* • *Design challenges* • *Prototyping* • *Capstone projects* • *Innovation pitches*

EIT Health Competency Framework: the domains

Underpinning Capabilities

Innovation and Entrepreneurship

The ability to recognise, develop and act on entrepreneurial and innovation opportunities in a range of organisation settings, and to transform them into value for others

Problem-Solving

The ability to analyse and understand the problem space, generate new ideas, assess their validity, and co-create solutions to meet unmet needs

Critical Thinking

The ability to assess facts and evidence to drive decision-making, including constructive questioning of the status quo

Leadership

The ability to be an effective leader, and to mobilise resources efficiently to enable change management and accomplish a goal based on responsible and innovative management practice

Stakeholder engagement and interdisciplinary skills		The ability to drive interpersonal communication, translating complex ideas for diverse audiences, and collaborating with diverse stakeholders, including patients, healthcare providers, payers, and regulatory bodies. This competency involves building partnerships to advance healthcare innovation and outcomes, leveraging collaborative networks for mutual benefit

Technical Capabilities

Health Technology Management		The ability to use emerging technologies in innovation processes. This competency underlines the necessity to commit to lifelong learning and professional growth in the dynamic field of healthcare
Digital Health		The ability to develop, use and leverage digital tools to enhance healthcare delivery, patient engagement, and outcomes ensuring compliance with data privacy regulations and ethical standards
Health Systems		The ability to analyse the health systems, appraise current and future sustainability challenges, and develop appropriate responses using system approaches to improve healthcare outcomes, patient-centred innovation and enhance sustainability of systems (with concepts such as net-zero industry and value-based healthcare) while understanding and navigating the complex regulatory landscape in healthcare

Intended Learning Outcomes Allocated by Proficiency Level and Domain

EXPLORE

Develop foundational awareness and understanding to begin contributing within the sector.
Explore introduces fundamental concepts, enabling learners to recognise essential principles, describe key processes, and develop initial awareness of their field.

EXPLORE: Underpinning Capabilities

Innovation & entrepreneurship	Problem-solving	Critical-Thinking	Leadership	Stakeholder engagement & interdisciplinary skills
Identify and **describe** the value of potential opportunities **Identify** and **describe** basic resources that can support the creation of financial, social and environmental value **Apply basic** actions to support the creation of sustainability impacts	**Explore and describe** relevant aspects of the problem space to inform creative thought **Use** basic methods to generate new ideas and **recognise** their potential value **Contribute** to simple co-creation processes to develop sustainable solutions	**Collect** and **summarise** information and data to support the exploration of new ideas and approaches **Describe** the basics of ethical decision-making in healthcare	**Contribute to the implementation** of a basic health innovation activity in a particular work or study context **Demonstrate** awareness of project goals	**Identify** key stakeholders in the healthcare sector and **describe** their main concerns **Describe** the basics of building partnerships in healthcare and **explore** the impact of stakeholder engagement on healthcare outcomes **Use** basic communication methods

EXPLORE: Technical Capabilities

Health Technology Management	Digital Health	Health Systems
Use appropriate technologies at a basic level to contribute to health system innovations **Recognise** and **describe** the relevance of emerging technologies in a particular work or study context **Identify** basic unintended consequences of the use of emerging technologies **Discuss** introductory strategies for staying current with healthcare innovations and practices	**Describe** key introductory concepts of digital health and telemedicine **Apply** basic data management practices while recognising the importance of data security measures and ethical standards **Discuss** the basic benefits and challenges of integrating technology in healthcare **Explore** emerging trends in digital healthcare solutions	**Use** basic systems analysis techniques to describe the health system **Identify** and **describe** dominant sustainability challenges for the health system, including financial and environmental aspects **Recognise** and **describe** how innovations can contribute to achieving societal impact **Describe** key introductory healthcare regulations

PRACTICE

Apply knowledge, methods and skills to address challenges and create value within your field of influence. **Practice** focuses on the application of knowledge and methods in real contexts, equipping learners to use tools, solve problems, and contribute meaningfully within their immediate professional environment.

PRACTICE: Underpinning Capabilities

Innovation & entrepreneurship	Problem-solving	Critical-Thinking	Leadership	Stakeholder engagement & interdisciplinary skills
Develop opportunities for social and environmental value creation **Apply** and **mobilise** resources to create sustainable value for others **Develop** and **apply** effective actions to deliver impact	**Evaluate** the problem space to identify current and future needs **Apply** and **mobilise** appropriate methodologies to generate new ideas, such as design thinking **Evaluate** the validity of new ideas and contribute to co-creating sustainable solutions	**Collect**, **analyse**, **interpret** and report information to support the development of practical solutions to current and future challenges **Reflect** critically on the ethical dimensions of healthcare decisions	**Evaluate** different strategies to deliver a health system innovation **Demonstrate** practical leadership in supporting the implementation of a health system innovation	**Engage** effectively with stakeholders in healthcare projects **Apply** stakeholder feedback into healthcare innovation processes **Adapt** messaging appropriately for different audiences

PRACTICE: Technical Capabilities

Health Technology Management	Digital Health	Health Systems
Apply and mobilise appropriate technologies in innovation processes **Develop** and **apply** actions to mitigate key unintended consequences of the use of emerging technologies **Contribute** to the development and practical adoption of new technologies for health system transformation **Engage** in continuous learning activities and **apply** new knowledge to enhance healthcare practice	**Evaluate** the basic effectiveness of different digital tools and sensing methods to acquire, structure, manage and manipulate data **Apply appropriate** data management protocols in line with ethical and health data privacy standards **Develop** and **apply** actions to mitigate key unintended consequences of the use of information technologies **Apply** established best practices in digital health to improve patient care	**Analyse** the health system using appropriate system approaches to evaluate current and future sustainability challenges **Apply** innovative responses to address sustainability challenges in the health system and **improve** healthcare outcomes, patient-centred innovation and system sustainability **Apply** regulatory guidelines to healthcare practice and recognise the importance of compliance for patient safety

ACCOMPLISH

Deliver meaningful impact by developing solutions, improving practices and leading initiatives within your field and the wider sector.

Accomplish emphasises the delivery of impactful results; learners at this stage design solutions, coordinate initiatives, and influence practices within their organisations or areas of professional influence.

ACCOMPLISH: Underpinning Capabilities

Innovation & entrepreneurship	Problem-solving	Critical-Thinking	Leadership	Stakeholder engagement & interdisciplinary skills
Create and **develop** opportunities that deliver meaningful social and environmental value **Develop** and **coordinate** strategies to mobilise and leverage resources to create sustainable value **Design** and implement actions that scale societal impact within the sector	**Apply** and **coordinate** co-creation methodologies to generate original and sustainable solutions that incorporate relevant voices, including patients and end-users Critically **analyse** the problem space to evaluate the strategic implications of future choices	**Challenge** existing practices and **integrate** knowledge to develop sustainable and context-appropriate alternatives Critically **analyse**, **interpret** and **report** data to inform ethical decision-making and **evaluate** healthcare practices from an ethical perspective	**Influence, coordinate** and **motivate** others to support transformational initiatives in the health system through innovation and entrepreneurship **Translate** strategic goals into actionable plans that support health system innovation	**Manage** and **coordinate** multi-stakeholder projects that contribute to healthcare innovation **Facilitate** structured stakeholder discussions to align goals with healthcare outcomes **Translate** and **communicate** complex ideas clearly for different audiences

ACCOMPLISH: Technical Capabilities

Health Technology Management	Digital Health	Health Systems
Develop and **coordinate** strategies to mobilise and manage technology within innovation processes **Develop** and **coordinate** the implementation of new technologies within healthcare settings **Develop** and **apply** strategies to mitigate key unintended consequences associated with the use of emerging technologies **Evaluate** the effectiveness and impact of professional development programmes on practice	**Develop** and **coordinate the** implementation of robust ethical data security measures **Develop** and **refine** strategies for data acquisition, structuring, analysis, manipulation and interpretation **Facilitate** and **support** the transition to digital health services within healthcare organisations	**Develop** and **coordinate** strategies using systems approaches to improve healthcare outcomes, strengthen patient-centred innovation and enhance system sustainability **Design** and **apply** innovative responses to address sustainability challenges in the health system and **improve** healthcare outcomes and system sustainability **Analyse** and **interpret** healthcare regulations to support practical and compliant application

INSPIRE

Transform systems by shaping visions, influencing policy or strategy, and guiding others across and beyond your sector. Inspire represents the highest level of proficiency, where learners shape strategic visions, champion innovation, mentor others, and contribute to transformative change across and beyond the health system.

INSPIRE: Underpinning Capabilities

Innovation & entrepreneurship	Problem-solving	Critical-Thinking	Leadership	Stakeholder engagement & interdisciplinary skills
Champion and **promote** insights that shape entrepreneurial mindsets and practice across the sector **Guide, mentor** and **inspire** others on their entrepreneurial journey to achieve sustainability-oriented goals **Shape** and **contribute** to sustainability-oriented entrepreneurial ecosystems at sector level	**Educate, mentor** and **support** others to generate innovative and sustainable solutions to address system-level health challenges **Champion** and **model** effective co-creation methodologies that integrate diverse voices into system-level solution generation	**Mentor** and **guide** others to navigate complex ethical dilemmas in healthcare and **shape** ethical decision-making practices **Educate, mentor** and inspire others to critically question existing practices and **develop** transformative, sustainable alternatives	**Create** and **communicate** a compelling vision that drives strategic change across the health system **Educate**, **influence**, **persuade** and empower others to lead and promote health system transformation at scale	**Spearhead** and **sustain** of strategic alliances with key stakeholders to advance large-scale healthcare innovation **Demonstrate** and **model** inclusive thought leadership that influences practice within and beyond the health system **Cultivate** and **strengthen** high-impact partnerships that advance patient care, research and cross-sector innovation

INSPIRE: Technical Capabilities

Health Technology Management	Digital Health	Health Systems
Educate and **inspire** others to use emerging technologies in (radical or breakthrough) innovation processes **Challenge** and **guide** others to apply emerging technologies across diverse and complex problem spaces **Educate** and **guide** others to anticipate, appraise and mitigate unintended consequences of technology use at system level **Shape** and **influence** institutional frameworks for continuous healthcare education and **guide** professionals in developing learning paths for professional growth	**Cultivate** and **drive** innovation in healthcare through visionary digital transformation leadership **Educate, guide** and **support** others to use digital tools that support innovation across the health system **Champion** and **promote** robust data security principles and practices **Educate and mentor others to appraise and** mitigate unintended digital technology risks at scale	**Champion** and **promote** systems approaches to evaluate current and future challenges across health systems **Educate, mentor and** support others to design innovative responses to address sustainability challenges **Guide** and **influence** teams to navigate complex healthcare regulations and ensure innovative solutions remain compliant **Influence** and **shape** policy development by showcasing models of effective compliance models and system improvement

How to use the EIT Health Competency Framework to define your programme's intended learning outcomes (ILOs)

After defining the domains (*underpinning* and *technical capabilities*) and proficiency levels (*Explore, Practice, Accomplish,* and *Inspire*) for an educational programme, the next step is to adapt the Intended Learning Outcomes (ILOs) provided by EIT Health to fit the specific context and content of the given educational offering.

The Intended Learning Outcomes (ILOs) provided by EIT Health are articulated using **precise terminology**, with special emphasis on the action verbs in each description. The format is to be kept when adapting, contextualising them.

Step 1 – Define the proficiency level: Select the proficiency level according to the learner's expected influence, autonomy, and the complexity of the skills the programme aims to develop.

Step 2 – Select the Competencies: Choose the competencies addressed by the educational programme. We highly recommend no more than 3 capabilities, with at least one being technical (health-related).

Step 3 – Check the EIT Health ILOs for that level and competencies
Once the proficiency level (step one) and the competencies (step two) are defined, check the Intended Learning Outcomes suggested by EIT Health for each competency and learner level.

Step 4 – Contextualise the ILOs
Contextualise the Learning Objectives suggested by EIT Health based on the context and content you want to cover and assess in the programme.

Sample programme on AI in Healthcare

Step 1 – Define the proficiency level
Instruction: Select the proficiency level according to the learner's expected influence, autonomy, and the complexity of the skills the programme aims to develop.

- Target audience: Clinicians and other healthcare professionals with little or no prior experience in AI.
- Expected autonomy: Audience is not expected to design or deploy AI systems, only to understand basic concepts and recognise potential applications and limitations.
- Level of influence: individual level; they may contribute to discussions and inform decisions but *not* lead AI transformation projects.

Chosen proficiency level → Explore

Step 2 – Select the competencies
Instruction: *Select the competencies addressed by the educational programme. We recommend choosing no more than three, with at least one from the technical domain.*

Chosen competencies

- ➔ Digital Health (technical)
- ➔ Problem-solving (underpinning)
- ➔ Critical Thinking (underpinning)

Step 3 – Check the EIT Health ILOs for that level and competencies

Now, you go to the **Competency Framework – EXPLORE level** and look at the suggested ILOs for each of these competencies.

Digital Health – EXPLORE:

- *Describe* key introductory concepts of digital health and telemedicine.
- *Apply* basic data management practices while recognising the importance of data security and ethical standards.
- *Discuss* the basic benefits and challenges of integrating technology in healthcare.

Problem-solving – EXPLORE:

- *Explore* and *describe* relevant aspects of the problem space to inform creative thought.
- *Use basic* methods to generate new ideas and recognise their potential value.

Critical Thinking – EXPLORE:

- *Collect* and *summarise* information and data to support the exploration of new ideas and approaches.
- *Describe* the basics of ethical decision-making in healthcare.

In this step, you do **not** change the ILOs yet - you just identify which ones are relevant.

Step 4 – Contextualise the ILOs for *AI for healthcare*

Now you adapt the generic ILOs so they fit **this specific programme**:
"*Introductory course on AI for healthcare"*

Generic, de-contextualised Intented Learning Outcomes (ILOs)	Contextualised ILOs for "*Introductory course on AI for healthcare"*
Describe *key introductory concepts of digital health and telemedicine - Digital Health*	**Describe** key introductory concepts of artificial intelligence in healthcare, including common terminology such as algorithms, training data, and bias.
Discuss *the basic benefits and challenges of integrating technology in healthcare - Digital Health*	**Discuss** basic benefits and challenges of using AI tools in healthcare, including their potential impact on clinical workflows, patient safety, and equity.

Explore *and* ***describe*** *relevant aspects of the problem space to inform creative thought* - Problem-solving	**Explore** and **describe** simple clinical or organisational problems where AI could potentially support decision-making or efficiency.
Describe *the basics of ethical decision-making in healthcare - Critical Thinking*	**Describe** basic ethical considerations related to the use of AI in healthcare, including data protection, transparency, and responsibility for clinical decisions.