



# Annual report 2019

Amsterdam health and technology institute

Amsterdam  
March 2020

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# 1. Management Report

## 1.1 Introduction

Amsterdam health & technology institute (ahti) was founded in November 2014, kickstarted by the City of Amsterdam with the assignment to improve urban health, after contending for a tender for metropolitan solutions. Ahti's mission is to improve urban health and healthcare in Amsterdam and the rest of the world by connecting people, technology and medical knowledge through innovation and entrepreneurship. Through an extensive network of health and business professionals, ahti helps payers, providers and entrepreneurs to develop solutions for better quality of care, higher patient satisfaction and more cost-efficiency.

In 2019 we continued our transformation with a growing sense of focus. It is becoming clearer for ahti what kind of projects and collaborations fit the organization and fulfill needs in society. We have continued to consolidate successful partnerships and have become a respected and active member of the Life Sciences & Health community in the Amsterdam Metropolitan Area. We have started two big projects in collaboration with multiple partners and are developing more data services for the City of Amsterdam and other municipalities. We aim to use this focus in our activities in 2020 to continue in strengthening capabilities, delivering on the strategic agenda in 2020, as well as strengthening our long-term relationships with public and private stakeholders in Amsterdam and outside the city, national and global organizations.

We have succeeded in safeguarding a good foundation to start with the first program HealthInc 2020 in a joint venture with Startupbootcamp. In 2019 we have started and finished the scouting process and assembled a team to manage and execute the program. We are proud to have selected 9 startups in the beginning of 2020 that will start in this accelerator program in Q1 2020.

There have also been efforts to tighten bonds with international partners. We have signed MoU's in Kenya, Thailand and China and several foreign delegations have visited our Amsterdam Life Sciences District to learn from the experience we have around the creation of an ecosystem for health entrepreneurs.

The continued sense of focus has also led to some changes in the ahti team. We are becoming more aware of the kind of professionals that match with our organization and goals. We will continue optimizing the team in 2020 to fit the desired abilities and competences, as well as focusing on improving employee engagement.

In this annual report we describe all ahti's activities in 2019 and their potential impact within the focus areas we work in. Where applicable we refer to the Deliverables in the strategic continuation plan 2018-2024.

M. Heidenrijk, Executive Director



## 1.2 Highlights 2019



### Highlights Innovation

#### Public private partnerships

- ⊙ Contract of €750k cash contribution EFRO for the DHoTS project was signed. Together with partners Heart for Health ICT, ROHA and Amsterdam UMC – location AMC, we kicked-off the project in April and now 8 health professionals use the portal in their general medical practice and 128 users are self-managing their blood pressure at home.
- ⊙ In September 2019 the grant for the Dolce Vita project (partners: SIGRA, CWI, Amsterdam UMC - location AMC) was confirmed. The total project budget is €1.9M and the project will kick-off in Q2 2020.



#### Data Services

- ⊙ We have finished several data projects within the City of Amsterdam
  - Amsterdam Healthy Weight Program: this project has resulted in a heatmap giving clear insights of where healthy and unhealthy food providers are clustered in Amsterdam.
  - Blue Zones: the follow-up project resulted in a risk map per neighborhood that can be used for more geographically oriented policy implementation on specialized youth care.
  - The H-team project: the results are now incorporated in a scientific article.
  - We have started a pilot project in the municipality of Barneveld, where data was applied to provide actionable insights for policy making and policy improvement in the social domain.
- ⊙ For 2 ZonMW “Juiste Zorg op de Juiste Plek”-vouchers our data team started analyses in Gelderland-Midden and Utrecht
- ⊙ We have started new projects in de City of Amsterdam:
  - NIVEL: giving insights on the use of primary healthcare and the social domain
  - Groei van de Stad: on the prediction of need for municipal services in (youth) care in new neighborhoods
  - Beschermd Wonen/GGZ op maat: a project on the social service ‘protected living’ and specialized mental health care



## Highlights Entrepreneurship



- ⊙ The EFRO HealthTech Park project has officially ended 31-12-2019. In the past four years we have been working on the development of the ecosystem of health entrepreneurs in the AHTC and the Amsterdam Life Sciences District, with success. We began with an empty (former) bank building. Now a growing number of health organizations is working in the AHTC and the area around it and there is a lot of development of new offices and houses.
- ⊙ We have organized a successful event on 28 November 2019: 'Strengthening The Life Sciences & Health Community' together with Smart Health Amsterdam / the City of Amsterdam. 65 visitors discussed issues and possibilities to collaborate on community building, content focus and location/facilities in the life sciences locations of Amsterdam. This ended in organizations signing an MoU for collaboration in AI and Health.
- ⊙ Alderman Kukenheim, responsible for Care, Youth, Vocational Education and Training, and Sport in Amsterdam, visited ahti to be updated on the activities of ahti now and in the future.
- ⊙ We hosted many organizations from abroad that wanted to learn from our experience in creating the Amsterdam Life Sciences District.
- ⊙ We have joined the Zorg2025 consortium with SIGRA, Amsterdam Economic Board, KVK and Rabobank in organizing joint events, attracting 337 visitors during 4 events in 2019.
- ⊙ We continued to organize events in AHTC. Ahti Connect is a well-received event that is sometimes co-hosted with partners. We received 204 visitors during 4 events.
- ⊙ Our HealthInc 2020 program has kicked-off after securing basic funding from sponsors and investors joining the program. Almost 200 startups registered for the program, from which 9 startups were selected to participate in the Healthinc 2020 program in Q1 2020.
- ⊙ International efforts lead a.o. to MoU's with the National Innovation Agency of Thailand (NIA) and Strathmore University (Kenya)

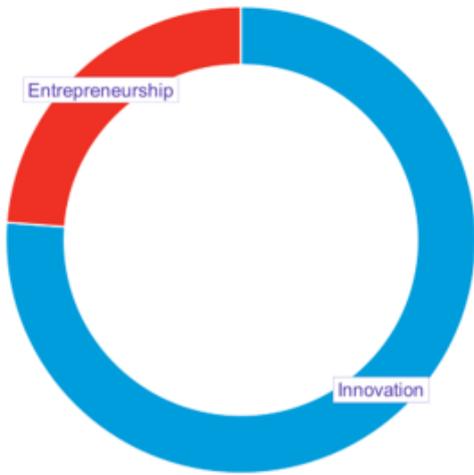


*Alderman Kukenheim visited ahti*

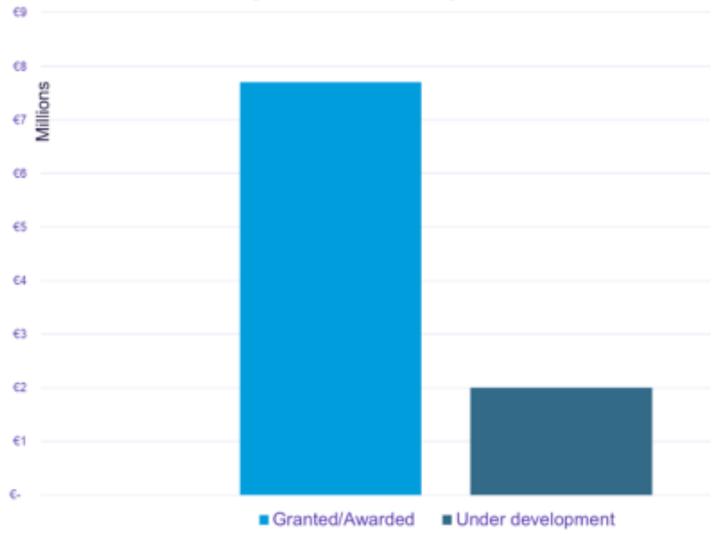


# Key figures ahti 2019

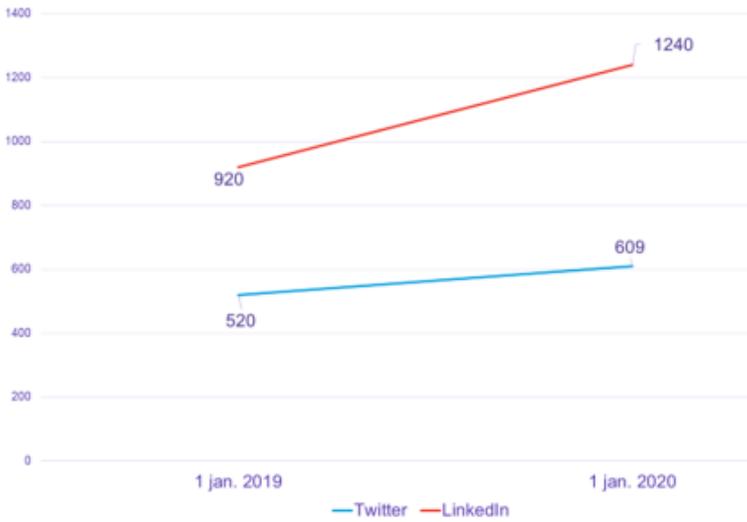
Project portfolio per case n=21



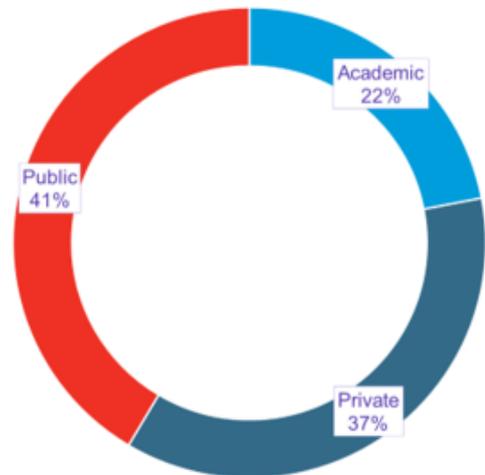
Project Portfolio Publicly funded: 9.7 MEuro



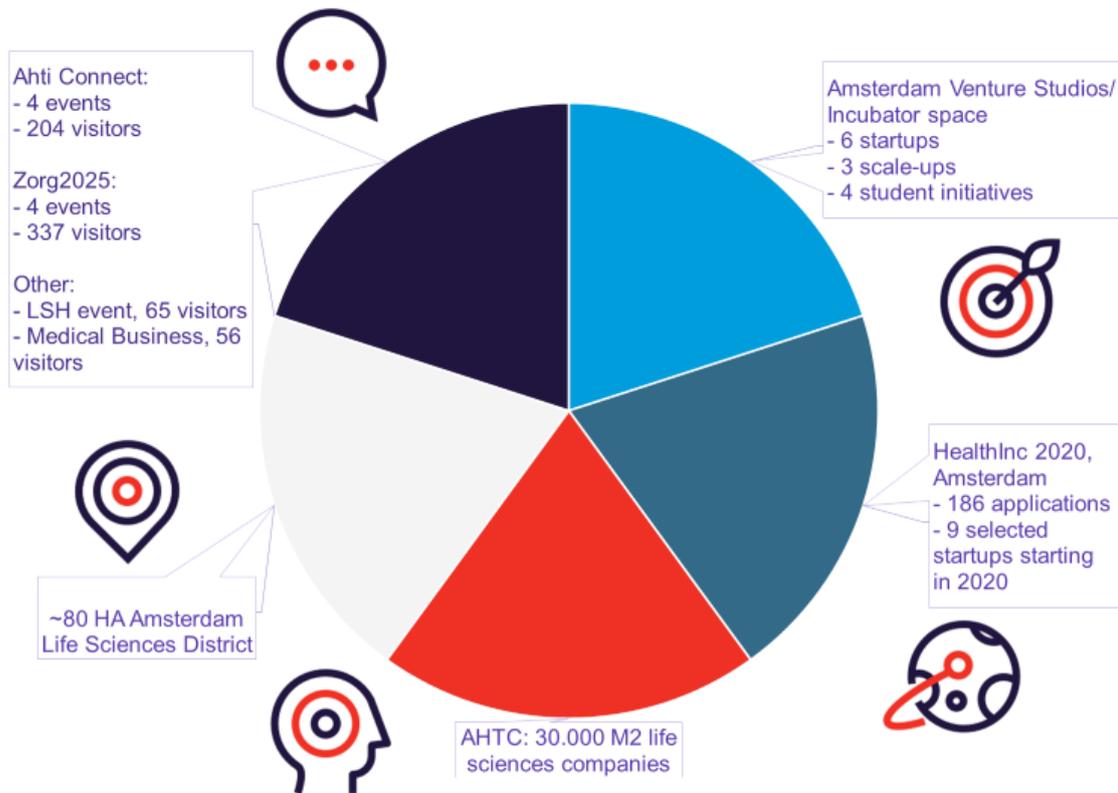
Social Media



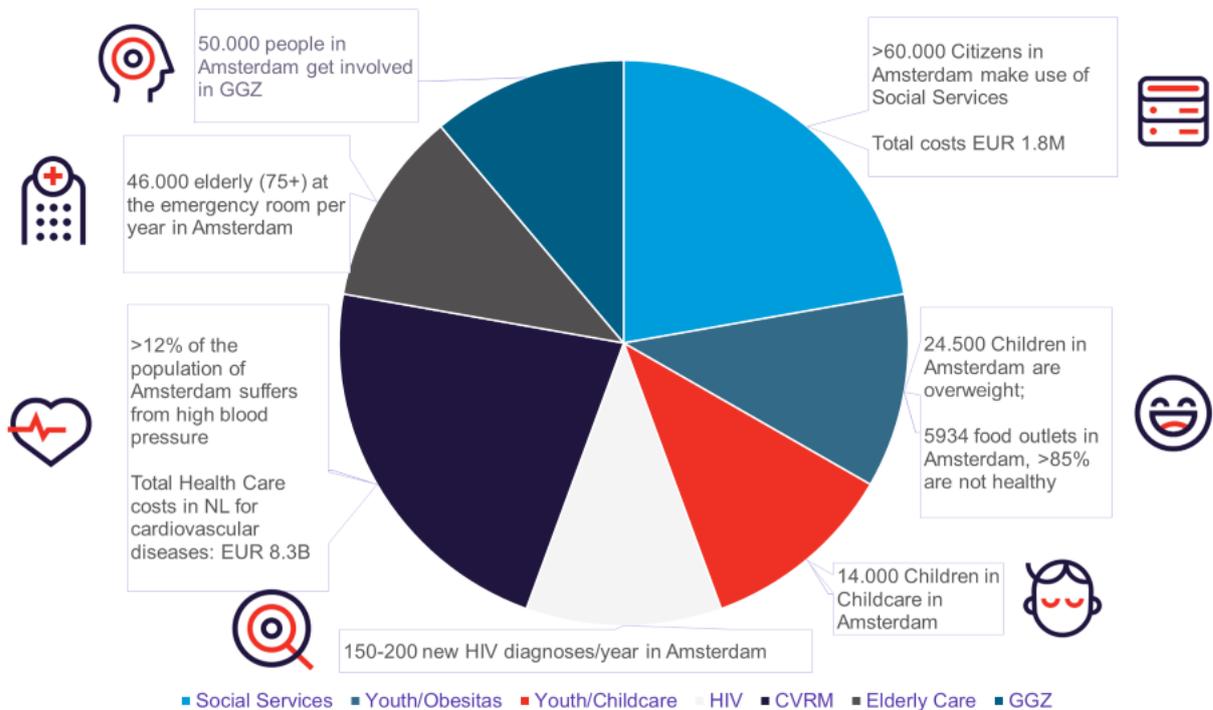
Partners



## Key figures Entrepreneurship 2019



## Key figures Innovation 2019



## 1.3 Governance



### Governance structure

The roles and responsibilities of the management bodies that are present in 2019 are described below.

#### Supervisory Board (SB)

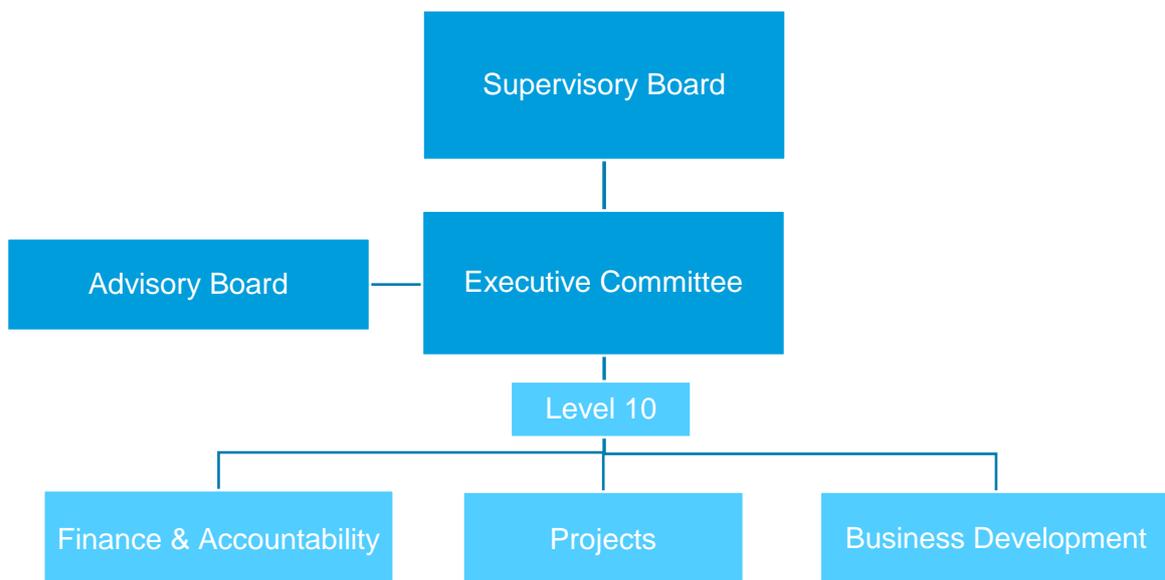
- ⊙ approve overall strategy and professional direction
- ⊙ govern the organization by establishing broad policies and objectives
- ⊙ select, appoint, support and periodically review the performance of the Executive Director
- ⊙ account to the stakeholders for the organization's performance

#### Advisory Board (AB)

- ⊙ identify and encourage the local and global opportunities available to ahti to achieve the contractual obligation to the City of Amsterdam
- ⊙ support the development of local and global opportunities for collaboration and partnership that enable ahti and its partners to exceed the vision of the City and the vision of ahti as the catalyst for change
- ⊙ bring forward strategic direction, including novel methodologies and technologies relevant to ahti
- ⊙ engage the Board members' professional networks in support of ahti; review and provide advice regarding the overall strategic business plan of ahti

#### Executive Committee (EC)

- ⊙ manage the operations of ahti
- ⊙ set general policy
- ⊙ develop strategic direction for approval by the Supervisory Board



## Executive Committee members

Reporting to the Supervisory Board, the Executive Committee consists of the Executive Director, Managing Director and Finance Director. The Executive Committee has overall strategic and operational responsibility for ahti's staff, programs, global development and execution of its mission.

### Executive Director

The Executive Director is the visionary leader who moves the organization forward, defining corporate strategies and establishing new working relationships while drawing future possibilities and long-term goals.

### Finance Director

The Finance Director is responsible for budgeting, forecasting, HRM, ICT, leads the contract negotiation process, and oversees internal and external reporting.

### Managing Director

The Managing Director is responsible for implementing the organizational strategy, leads the daily operations and oversees the performance of the organization. Per August 19, 2019 Laurens van Hoorn changed position from Managing Director to Head of International & HealthInc and has resigned as member of the Executive Board. The role of Managing Director has been fulfilled by the Executive Director.

## Operational Team

### Level 10

The operational responsibility is executed through the day-to-day management team ('Level 10'), following the principles of the EOS method. The Entrepreneurial Operating System (EOS) is a complete set of simple concepts and practical tools that structures ahti's operational management. In 2019 'Level 10' consisted of the members of the Executive Committee and the Head of Projects.

### Finance & Accountability

The Finance & Accountability team is led by the Finance Director and consists of legal, reporting, budgeting, human resource management and IT. The HR team is responsible for recruiting, screening, interviewing and placing employees, and handles employee relations, payroll and benefits administration, and training.

### Projects

The Projects team is responsible for the execution of most of ahti's activities and is led by the Head of Projects. The project managers ensure successful implementation of the projects from ahti and its partners, the data analysts work together with policy makers to turn data into actionable insights. The communications team manages internal and external communications by planning and developing content and events for partners, stakeholders and the general public.

### Business Development

The Business Development team builds ahti's market position by locating, developing, defining, negotiating and closing business partnerships and contracts.



## 1.4 Project portfolio progress

Ahti focuses its efforts towards Innovation and Entrepreneurship within Health. In the Innovation case, we distinguish between (1) public private partnerships contracts (4 projects) and (2) data services (11 projects) funded under the contract with the City of Amsterdam, partners and other contracts. Activities in the Entrepreneurship case are mainly funded under the contract with the City of Amsterdam and the European Union, via the EFRO-HealthTech Park contract. In the paragraphs below progress on the projects is described. The chapter ends with a status update on the deliverables of the strategic plan for the continuation period 2018-2024.



### Innovation

#### Public-Private partnerships

##### Cardiovascular Risk Management (CVRM)

Worldwide, cardiovascular diseases (CVDs) are the number one cause of death; almost a third of all global deaths annually are related to CVDs (source: World Health Organization). In the Netherlands CVDs form a major cause of (premature) death and disability as well. This is represented by an annual amount of €8.300 million on healthcare expenses.



Hypertension (high blood pressure) is the biggest risk factor for developing of CVDs. In the Netherlands, almost 1 out of 3 people between 30 and 70 years of age has hypertension (source: RIVM). Early detection, management and treatment of hypertension (cardiovascular risk management) is hence key to improve public health, lower the number of CVD deaths, and realize a decrease in healthcare expenses. Moreover, if the patient is included in this process, the patient also improves self-management and the quality of care. Ahti has developed three projects on cardiovascular risk management. In these projects digitization (e-health) plays an important role, as it can time- and cost-effectively improve the care process between patient, provider and payer. Another important role is played by the general practitioner, as he is the primary healthcare provider and contact person for hypertension in the CVRM care chain in the Netherlands.

##### ATHENA (Amsterdam Telemonitoring and Hypertension Initiative)

In collaboration with partners ahti is developing and testing a self-monitoring tool for hypertension patients that enables them to measure their blood pressure regularly at home. The outcomes of these measurements are then integrated with an automated triage and treatment system (decision support system) based on guidelines and smart algorithms. In this way the patient receives personalized medication and treatment advice to regulate blood pressure, tailored to his or her situation.

##### Connecting the DHoTS: Digital Health from Technology to Services

We integrated the abovementioned self-management tool for hypertension patients into the care practice and digital environment of the general practitioner, so that the results of the blood pressure measurements by the patients at home and the resulting personalized advice are automatically forwarded to their general practitioner (with the consent of the patient). This process



enables the general practitioner to keep a better - and constant - eye on the patient's situation while the patient stays in control of his or her care situation. In case of an emergency, the professional can adequately adjust the treatment plan.

To ensure a durable, efficient and effective embedding of this service in the overall care process between patient, professional and payer, we are working on a Digital Health Platform. The platform incorporates the operational-financial and technical sides of the digital CVRM care service and supports its future expansion to other care domains (e.g. diabetes or asthma/COPD). To this end, the payer (health insurance company Zilveren Kruis) is involved in the project too. In consultation with general practitioners, Zilveren Kruis pursues a feasible reimbursement structure for the integrated digital care service.



*Project size: € 1.87M (DHoTS) + € 285k (ATHENA)*

*Status & timelines: Final approval by European Regional Development Fund (EFRO – Kansen voor West II) in Q1, with a kick-off of the project in April 2019. We have worked on setting up the structure of project management, ICT goals, researching the current status of CVRM care and developing involvement of users. Because of the start of DHoTS, the focus of ATHENA has become to provide an academic substantiation of the algorithm that will be used in the general practitioner's portal in DHoTS. The project has been prolonged till the end of 2020.*

*We now have a working portal for general practitioners, in which by means of an algorithm based on NHG-guidelines patients can receive a personal treatment advice. One hundred and twenty eight (128) patients are now actively measuring their blood pressures at home and the doctors receive the results via a mobile application. Pharos (Dutch Centre of Expertise on Health Disparities) assisted in making the mobile application also user friendly for people with low literacy levels.*

*Partners: Heart for Health ICT BV, Amsterdam UMC - location AMC, Regionale Organisatie Huisartsen Amsterdam (ROHA)*

### **PRISMA-CVD (Personalised Risk Management for prevention of Cardiovascular Disease)**

In order to have more accurate and personalized approach in the prevention of CVDs, the PRISMA-CVD project aimed to focus on the development of a new risk model, including important factors for hypertension and CVDs, such as lifestyle, socioeconomic status, ethnicity, and medical treatments. This personalized risk model with automated lifestyle advice would be integrated in a special mobile device application that allows for a more aligned care process between provider and patient. Partners were Amsterdam UMC - location AMC, UMC Utrecht, UMC Groningen, Tilburg University, University of Amsterdam, Philips Research, Philips Vital Health Software, NIVEL, and Waag Society.

*Update 2019: Reactions to our funding proposal were positive but because of budgetary reasons this project was not awarded.*



## Elderly care

The current system of acute geriatric care in the Netherlands is not functioning optimally. For example, temporary care is not always available. Older people who cannot go home straight after a hospital admission are often difficult to place and the hospital's emergency department is structurally overloaded. These problems arise from a mismatch in today's complex system of acute geriatric care at macro level caused by several bottlenecks. These are a.o. a lack of insight in demand and supply of resources, limited system-level coordination and planning possibilities, and sometimes conflicting interests between the system's stakeholders.



### **Dolce Vita – Data-driven Optimization for a Vital Elderly Care System in the Netherlands**

The Dolce Vita-project addresses the abovementioned bottlenecks and facilitates the development of an integrated and coordinated planning approach at macro level. Ahti does this by developing an innovative quantitative real-world data model that on the one hand gains insight into the complex dynamics and impeding constraints at play, while on the other hand enables the generation of what-if scenario's, supporting joint prediction and decision making among the different stakeholders in the system on long-term policy decisions, investments and short-term capacity choices. The Dolce Vita-project improves transparency into the geriatric care system and supports system-wide optimization.

*Project size:* € 1.9M

*Status & timelines:* The project was contracted with NWO in Q3 of 2019 and will start in Q1 2020.

*Partners:* Centre for Mathematics and Informatics (CWI), VU University, Amsterdam UMC - location AMC and SIGRA.

### **Fieldlabs, 21st Century Healthcare in the neighborhood**

This project aims at innovation in healthcare by strengthening the education of nurses. Fieldlabs creates learning spaces in the neighborhood to facilitate interaction between clients, patients, professionals and students. New health technologies are an important part of these interactions. Fieldlabs offers a testing area for new technologies that clients and professionals can use in the clients' residence.



There are three locations:

- ⊙ Fieldlab Amsterdam - Hof van Sloten
- ⊙ Fieldlab Amsterdam - Vreugdehof
- ⊙ Fieldlab Almere - Logeershuis Zorgfix

Ahti has been part of Fieldlabs since 2016 and contributes research capacity to study the experiences of the different user groups with Fieldlabs.

*Status & timelines:* In 2018 data collection started and will continue through spring 2020.

*Partners:* ROC Amsterdam, ROC Flevoland, ROC-TOP, Amstelring, Cordaan, Zorgfix (Almere), SIGRA; several technologie and e-health organization, Cinnovate, innovatiecentrum GWIA, Stichting ZorgInc, City of Amsterdam, Hogeschool Windesheim



## Data Services

### Social Domain

#### 'Zicht & Grip op sociaal'

In 2017, more than 60.000 adult people in Amsterdam made use of one or more services under the 'Wet Maatschappelijke Ondersteuning' (WMO - Social Support Act) and 'Jeugdwet' (Child and Youth Act), provided by the City. In order to gain a better insight in and understanding of the use of social services and related client journeys, the City of Amsterdam has developed a special program, that is based on the Health Dashboard ahti has developed



The Health Dashboard is an environment for data analysis that enables visualization of the use of services from all social domains (including numbers, percentages and costs) per geographical area, type of household, target group, and more. Together with scientists from the The City of Amsterdam's section *Onderzoek, Informatie en Statistiek* (OIS; Research, Information and Statistics), ahti analyses the underlying data to answer specific policy questions.

*Status & Timelines:* Phase 1 Health Dashboard was presented and closed in August 2018.  
Phase 2 (extension Health Dashboard) was concluded in Q1 2019.  
The City of Amsterdam has implemented the Health Dashboard and will continue to use internally.

*Partners:* The City of Amsterdam's section *Onderzoek, Informatie en Statistiek* (OIS; Research, Information and Statistics).

#### NIVEL – use of healthcare in the social domain and primary care

Together with the City of Amsterdam and NIVEL (Netherlands Institute for Health Services Research), ahti has researched how the use of healthcare in primary care is related to the use of healthcare in the social domain. For this, we have matched data from primary care (NIVEL-registrations and VEKTIS data about healthcare costs) with data from the City of Amsterdam around WMO-care, enriched with socio-economic data from citizens (CBS-data). The goal of this project is to research if this combined data can give support to the healthcare policy on a local scale and to monitor and evaluate the effects of this policy. Ahti was responsible for project management and the data research, in collaboration with NIVEL. One of the findings in this project was that indeed the combination of data from NIVEL and CBS is representative and can give meaningful outcomes. The analyses in this project have been concluded and will be presented in Q1 2020.

*Project size:* €40K, budget ahti €20K (in kind)  
*Status & timelines:* Kick-off in Q1 2019, expected end date phase I Q1 2020  
*Partners:* City of Amsterdam, NIVEL

#### Groei van de stad

The City of Amsterdam is growing and will only continue to grow in the coming decennia, as is the general prediction. It will grow from 872.000 inhabitants in 2019 to 1.062.500 inhabitants in 2040. To anticipate on the plans for the growth of the city, the City of Amsterdam must be able to identify and map the need for certain facilities in existing and new neighborhoods.

Ahti has developed a method for the City of Amsterdam to predict future needs for (healthcare) services with data, as well as the distribution of these needs over the various districts. The aim is to be able to predict the



need for facilities due to demographic developments. Ahti has made assessments in youth care and elderly care for the factors that determine the use of daycare for youth and elderly. Partly this is about demographic factors, but it is also related to the situation in the districts. Based on this input we have built a model using CBS microdata that is able to predict quite accurately which social services will be needed in new or changing neighborhoods (e.g. due to gentrification).

*Status & timelines:* In 2019 analyses and predictions have been finished. The dashboard in which these analyses / predictions can be made has been transferred to someone from the City of Amsterdam so that they can use this Dashboard themselves.

*Partners:* City of Amsterdam - social cluster, departments of Youth and Healthcare

### **The ahti Way – from Big Data to ‘Actionable Insights’ for a better policy**

Municipalities have a bigger role and responsibility for the health and wellbeing of their citizens since the start of WMO. They are more and more occupied with the question *How can we make the best policy to deliver the right care in the right way to citizens?* Big data can play a key role in this issue, if they will lead to actionable insights for policy making and policy improvement. Ahti has developed quite some experience in generating such ‘actionable insights’ by combining, analyzing and mapping various data. We aim to provide this knowledge and experience to all municipalities in the Netherlands to stimulate this new way of making policy.



#### *Barneveld*

In 2019 ahti has started a pilot with the municipality of Barneveld to analyze their healthcare data and build towards effective policy.

*Project size:* €15K - €1.4K (pilot) and €13.6K (follow-up)

*Status & timelines:* The contract started in Q1 2019 and continues in 2020. In September 2019 the first results were presented to the mayor and aldermen of Barneveld. In 2020 the final dashboard will be delivered.

*Partners:* Municipality of Barneveld

### **Juiste Zorg op de Juiste Plek**

Through vouchers that are part of the ZonMW program *Juiste Zorg op de Juiste Plek* ahti is subcontractor in two projects.

1. Together with the Community of Care Gelderland-Midden ahti is providing data analyses to match the local agenda for preventive actions with the regional situation.
2. As an assignment for UMC Utrecht ahti supports the project ‘Data from the Neighborhood’ (‘Wijkdata’). This project aims to stimulate collaboration between professionals in neighborhoods in Utrecht, who work in primary care, the social domain, the municipality and public health. We do this by combining, relating and exchanging existing data to enlarge our common knowledge. Also, we aim to predict the needs for support and improve regional healthcare.

*Project size:* €10K per project/voucher

*Status & timelines:* Ahti has executed two contracts in 2019.

*Partners:* Rijnstate, Community of Care Gelderland-Midden, Julius Centrum voor Gezondheidswetenschappen en Eerstelijns geneeskunde, UMCU



## Youth/Childcare

### Garage 2020: preventing out-of-home care placement amongst youth & Blue Zones-project

Almost 10 percent of the 140.000 children that live in Amsterdam receive a form of official youth care. In 0,8 percent of the cases a child is placed in an out-of-home care environment. This situation is undesirable.



To gain more insight into what types of children and households are prone to an out-of-home care placement, the City of Amsterdam and Garage2020 – a collaboration between the City and several institutions active in youth care – conducted a data study for the period 2015-2017 that resulted in some important risk factors at individual level. In this research ahti has looked at 22 districts in Amsterdam to find the correlation between the use of child protection and income. The project has led to a follow-up project, 'Blue Zones', for which our partner applied for funding from VWS (Ministry of Health, Welfare and Sport), that has been approved to execute this project.

Ahti conducted the follow-up analysis for the 'BlueZones' project, that included geodemographical aspects to combine these individual risk factors with area characteristics. This resulted in a risk map per neighbourhood, which can allow for more geographically oriented policy implementation, evaluation and prognosis on specialized youth care.

<i>Project size:</i>	<i>€27K for the BlueZones project – contract ahti €13K</i>
<i>Status &amp; timelines:</i>	<i>The project ended with a report &amp; presentation of the results. There was also attention from media for the presentation of the results (<a href="#">Zorg + Welzijn</a> [16 apr. 2019] and <a href="#">Binnenlands Bestuur</a> [16 apr. 2019]).</i>
<i>Partners:</i>	<i>Garage 2020, City of Amsterdam, Spirit</i>

## Youth/Obesitas

### Amsterdam Healthy Weight Program

Significantly more Amsterdam youth between 2 and 18 years of age are overweight than their national peers (respectively 18,7% vs. 12,1% in 2017). Moreover, the highest percentage of overweight and obese children are found in high school. To improve this situation, the City of Amsterdam has launched the Amsterdam Healthy Weight Program.



In 2019 ahti designed the Amsterdam Food Pressure Map that provides a detailed overview of the food outlets and their health level throughout the city. This gives the City of Amsterdam valuable actionable insights and tools to adjust their urban planning and health policy to influence healthier food choices by youth.

<i>Project size:</i>	<i>€10K</i>
<i>Status &amp; timelines:</i>	<i>Started in Q1 2018 – Q3 2019. On July 3<sup>rd</sup> the results were presented at CityDeal. There are some leads to conduct similar projects in other municipalities in 2020.</i>
<i>Partners:</i>	<i>GGD Amsterdam</i>



## HIV

### H-TEAM

Every year, some 150 to 200 people in Amsterdam are diagnosed with HIV/AIDS, often at an advanced stage. These 'late presentation' cases are of specific concern as the risk to infect others is relatively high and successful treatment is difficult and costly. It is estimated that approximately 6 percent (~ 380 people a year) of all HIV infected people in the city are not yet diagnosed.



Within the H-TEAM (HIV Transmission Elimination Amsterdam) - a collaboration of several local parties engaged in prevention and care of on HIV/AIDS - ahti develops a mapping project to trace HIV infected persons not yet aware of their status. Making use of Geographical Information System (GIS) methods, we combine several geodemographical data sources to estimate current and future HIV infections and identify specific high risk neighbourhoods in Amsterdam, so-called 'hot spots'. This allows for a more area-oriented approach for HIV testing policies, strategies and interventions.

*Project size:* Contract MAC Aids Fund (through AIGHD) of € 39K – total H-team project € 4M  
*Status & timelines:* Ahti's analysis for this project was presented in Q4 2019. A scientific publication is now being written. The analysis showed hotspots for general HIV diagnoses and late HIV diagnoses. Based on the results of the model it is possible to plan follow-up quantitative analysis to understand what type of persons live in these hotspots.  
*Partners:* H-TEAM: Amsterdam UMC, Amsterdam Institute for Global Health and Development (AIGHD), HIV Monitoring Foundation (SHM), Imperial College London, GGD Amsterdam, SOA Aids Nederland, National Institute for Public Health and the Environment (RIVM)

## GGZ

### GGZ op Maat

People with mental health issues can receive care in several ways: from intensive intramural care to light ambulant care. The City of Amsterdam aims to guarantee adequate care (not too little, not too much). The project 'GGZ op Maat' gives insight into the care pathways in between different elements in the mental health system (GGZ). Ahti combines multiple data files with connected information on a personal level within the secure environment of CBS. The results are visualized in graphics and made available for a bigger audience.



In this way we want to enhance collaboration between parties that are responsible for mental healthcare for adults (GGZ): the City of Amsterdam, who provides a secure living environment for mental patients through WMO-finances, the health insurers who reimburse basic and specialized mental healthcare and medicine.

*Status & timelines:* Analyses have been done in Q3 2019, follow-up plans are being made in 2020.  
*Partners:* City of Amsterdam, Vrije Universiteit Amsterdam, Erasmus Universiteit Rotterdam

## Business Development Innovation

### CBS costs of healthcare

Now that ahti has a CBS institution authorization, we have begun mapping all healthcare cost across several services, such as WMO, WLZ, Zorgverzekeringswet and all social services. We are combining all data on individual level within the CBS environment to create insights in health(care) trends for the future. We expect to collect very interesting insights that can lead to several contracts with different contractors in 2020.





## Entrepreneurship

### EFRO - HealthTech Park

One of the main objectives of the EFRO - HealthTech Park-project is to stimulate more innovation by helping startups bringing their product to market and creating an environment and community of HealthTech by bringing together entrepreneurs, medical professionals, students and researchers.



The project has ended officially on 31-12-2019. Many activities for the EFRO HealthTech Park have been executed successfully, as described below. Partners are the City of Amsterdam, Amsterdam UMC – location AMC, AIGHD and ZoCity!. Project size is € 3.7M (of which 50% is funded by the European Fund for Regional Development).



### Amsterdam Life Sciences District

The aim of the Amsterdam Life Sciences District is to develop a community of HealthTech entrepreneurs that work together in one area and inspire each other. For this purpose we work together with the City of Amsterdam to attract organizations to settle in this area. To start with, ahti is stimulating startups and scale-ups in Healthtech to find office space in the Amsterdam Venture Studios, or bigger companies to join us in AHTC (see below). In the coming years, more office space will be available in the area, in the newly developed iQuarters by DutchRE. Other developers are working hard to make the area an attractive place to work and live, as there are also apartments being developed and plans to reorganize communal space with green parks, work-out facilities, cafés, restaurants and other facilities.



Since the official launch of the Amsterdam Life Sciences District (22 June 2018), ahti has organized and attended several events to develop the community in the district and generate more awareness. Ahti has created a website and marketing materials. Partners are a.o. Amsterdam UMC – locations AMC, City of Amsterdam, ZO!City, Smart Health Amsterdam.

### Milestones in 2019:

- ⦿ In 2019 together with ZO!City we have developed a set of videos and interviews to showcase the organizations that are settled in this area.
- ⦿ Together with the City of Amsterdam and project group Smart Health Amsterdam we have organized an event 'Strengthening the Life Sciences & Health Community' on 28 November 2019, in which we invited the stakeholders in the Life Sciences & Health community to discuss how we as a community can show the possibilities in Amsterdam and explore the possibilities in working together, in the fields of area development, content focus and communications & community development.



- ⊙ We have hosted several national and international guests to show the developments in the area, a.o. Alderman Kukenheim, delegations from Canada, China, Japan, Indonesia, Singapore and Germany.
- ⊙ We have participated in several local events by ZO!City and the Amsterdam UMC Run.
- ⊙ We hosted an internship that researched how to provide a good community connection in the Amsterdam Life Sciences District.



ZO!City / Amstel III meeting with residents and entrepreneurs



Amsterdam UMC RUN

### Amsterdam Health & Technology Center (AHTC)

The AHTC is a great success. In 2019 the building got rented out completely, all to companies active in Life Sciences. We reached this goal together with the building management, DutchRE. Because of the high demand, the building owner has bought several other buildings within the Amsterdam Life Sciences District to turn them into life sciences hubs as well. Under the brand iQuarters DutchRE is developing part of the area with offices for startups, scale-ups and renowned companies. Concrete plans will become known in 2020.



Number of m2: 30.000

Number of companies: 26

### Incubator space

Our incubator space on the fifth floor is part of the Amsterdam Venture Studios-network, which brings a broader network to the startups. The space is entirely rented out to startups and scale-ups.



Ahti joined the *IXA Next: Talent for Innovation* consortium as AVS-coördinator. In this consortium the Amsterdam-based knowledge institutions work together to make knowledge and experience accessible for social and private organizations. They aim to use and spread the knowledge present in the region. This happens a.o. in Innovationlabs, which make intensive collaboration with the private sector possible and increase the support for startups and scale-ups.

Number of m2: 1500

Number of Scale/Startups: 3 scale-ups, 6 startups, 4 student initiatives



## Events

Ahti continues to organize Ahti Connect events in 'The Garden', the event space adjacent to our incubator space in AHTC. Ahti Connect is one of our main network-events in which we connect people of different occupations (entrepreneurs, policy makers and medical specialists), as well as create a community in the Amsterdam Life Sciences District. In feedback after the events, people have the highest rating for the content & quality of the speakers (4.0 on a scale of 5) and are positive about the networking possibilities (3.7). Ahti Connect on 24 January was a combination with the regional preliminary round for the Zorginnovatieprijs. On 10 October Tastforce Healthcare partnered with us for Ahti Connect on International business opportunities. The Garden is also used by other companies within the AHTC as an area for meetings, workshops and networking activities.



In 2019 we have joined Zorg2025, a consortium between Amsterdam Economic Board, SIGRA, Rabobank and KvK, that organizes events focusing on health innovation seen from different angles (business, research and the healthcare sector). The events provide valuable insights about developments and opportunities for healthcare innovation. Every edition has a main host, assisted by the other collaborating partners. Ahti hosted the edition on 18 June with the theme "Growth of the city, growth of healthcare" during the WeMakethe.City festival.

Apart from these regular events in 2019 we hosted a meeting on 21 November for Stichting Medical Business, an organization that organizes Meetups for young medical doctors. We invited three speakers to talk about entrepreneurship in health. Additionally, as mentioned above, we co-hosted the meeting with Smart Health Amsterdam (City of Amsterdam), 'Strengthening The Life Sciences & Health Community' on 28 November.

*Ahti Connect in 2019:*

*4 events, 204 visitors (306 registered)*

*Average rating:*

*7.7*

*Zorg2025 in 2019:*

*4 events, 337 visitors (572 registered)*

*Event with Stichting Medical Business:*

*56 registered*

*Event Strengthening the Life Sciences & Health Community:*

*65 visitors (74 registered)*



*Ahti Connect*



*Ahti Connect*



## HealthInc

In cooperation with the founders of the biggest accelerator of Europe StartupBootcamp, ahti has developed HealthInc: an intense, 3 months full-time HealthTech Accelerator Program. In 2019 the basic funding for the program was secured, with which we could start the first HealthInc 2020 program. Sanquin, Unit4, Ferring Pharmaceuticals, Cordaan, IXA, the City of Amsterdam, Amsterdam UMC and VWS have partnered with HealthInc.

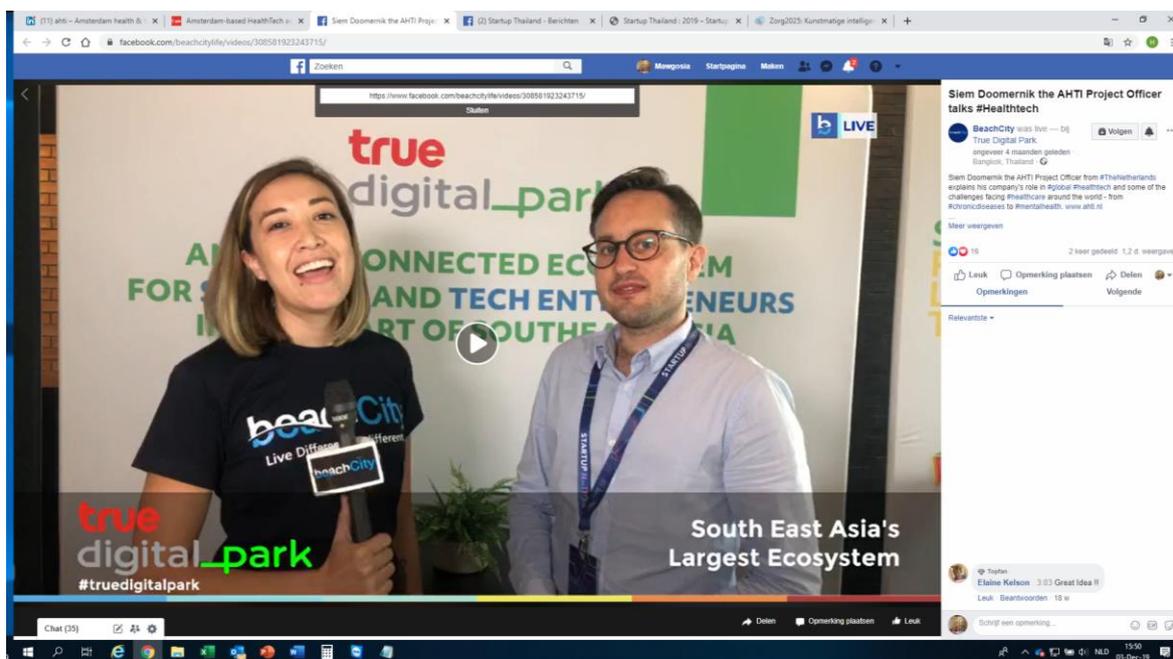
In July the operational team was formed consisting of the Managing Director, Operations and Scouting and the program was announced in the Dutch press. During the months September – December the scouting team visited several startup events throughout Europe and New York to meet with promising startups in Healthtech. This resulted in:

- ⊙ 3800 startups analyzed
- ⊙ 1300 relevant startups
- ⊙ 150 1-on-1 meetings with startups
- ⊙ 97 top startups
- ⊙ 187 applications
- ⊙ Top 16 startups selected for Selection Days (January 2020)
- ⊙ 9 startups that will start with HealthInc 2020

**HealthInc**  
empowering entrepreneurs in health

The goal of HealthInc is two-fold:

1. Support entrepreneurs with hands-on experience according to the Lean Startup method (short feedback loops), to understand the processes and challenges that startup teams are facing within the healthcare sector better;
2. Support entrepreneurs in how to apply this in the startup company and the ecosystem to help the startup team move faster.



HealthInc at Startup Thailand



## International business development

Ahti has developed many leads for collaborations with partners in Southeast Asia and East Africa. Apart from delegations visiting our organization in Amsterdam (see above) we have worked on the following leads:

- ⊙ Ahti signed MoU with Strathmore University (Kenya) on 24 April 2019
- ⊙ That day we also organized a breakfast meeting with Strathmore University 'Overcoming Barriers in Healthcare Innovation' with presentations about local innovations and possibilities to work together around HealthInc. Several stakeholders from governmental organisations, hospitals, NGO's and private parties held an animated discussion about the issues in healthcare in Kenya and East-Africa
- ⊙ On 25 July 2019 ahti signed a MoU with NIA, the National Innovation Agency in Thailand, part of the Ministry of Science & Technology
- ⊙ There have been meetings in China (Wuhan, Shanghai & Hangzhou) and Thailand to work together for an East Asian HealthInc
- ⊙ 1 – 5 July ahti joined a trade mission with the Dutch Secretary-General Erik Gerritsen and his delegation to Kenya and Ethiopia.



*Visit of international delegation in Amsterdam Life Sciences District*



*Signing MoU with Strathmore University Kenya*



## 1.5 Deliverables Continuation period 2018-2024: Progress

Kickstart Deliverable Strategic plan 2018-2024	2019 (Year 4-5)	Update 2019
<b>D6</b> Health Database & Dashboard	<p>First version of Amsterdam HealthDatabase and dashboard operational which includes amongst others primary care data (Nivel), Municipal Health data and social-economic data. Database is supplemented with cost data (Vektis) and social-economic on focus area topics.</p> <p>Governance proposed for public-private development of database.</p> <p>Health-database integrated in at least &gt;3 projects on focus areas.</p> <p>First Yearly reports on focus area program.</p>	<p>Within the social domain ahti has executing several projects, such as 'Groei van de Stad' and 'GGZ op maat' and our data services have led to new contracts (see p12-15).</p> <p>We have made several Health Dashedboards available that can be used by clients to gain useful insights for policy improvements.</p>
<b>D7</b> Ecosysteem	<p>Yearly Strategic stakeholder meeting (ahti - Municipality + invitees).</p> <p>Yearly seminars held ('18-'19) on relevant topics decided with Municipality, Sarphati Institute, Ben Sajet and/or other.</p>	<p>In 2019 ahti organized 4 'ahti Connect'-events, (co-) organized in the AHTC, 4 Zorg2025 events together with partners, and several other events with partners, such as the 'Strengthening the Life Sciences &amp; Health Community' event on 28 November 2019. For more info see p18.</p>
<b>D8</b> HealthInc	<p>At least 3 spin-offs, startups, scale-ups or other ventures established in 2019.</p>	<p>HealthInc accelerator program has started. After a scouting period in 2019, 16 startups were selected for Selection days in 2020. There are conversations with partners in Southeast Asia &amp; East Africa for international spin-offs. See p19/20.</p>
<b>D9</b> HealthTech Park & Amsterdam Life Sciences District	<p>Business park established in cooperation with Amsterdam Zuid-Oost by 2023 – 3 companies attracted to set up activities in business park.</p>	<p>Ahti organized several activities to promote the Amsterdam Life Sciences District throughout 2019. More on p16/17.</p>
<b>D10</b> Living labs	<p>Two externally funded programs on focus area topic in Global living lab network.</p>	<p>International activities focus mainly on international spin-offs of HealthInc in China, Southeast Asia and East Africa. For more info see p20.</p>



## 1.6 General operations



### Additional information

Ahti mainly operates in the Netherlands. Next to that, ahti has memoranda of understanding in place for the required set of services in the USA, China, Thailand and Kenya. Most of the required services, such as scientific advisors and project managers, are provided as part of partnerships with local universities and health research organizations.



### Staff

The average number of employees during the year 2019 was 10 (2018: 10), excluding several independent consultants.



### Financials

Total consolidated income in 2019 amounted to € 2.300K. Ahti ends the financial year 2019 with a result of € 0k. Total leverage to the City of Amsterdam in 2019 amounted to € 6.1 M. The impact to the City of Amsterdam is estimated to be € 31.1M.

Year	Funder	Acronym	Leverage to AMS (€)	Impact to AMS (€)
2019	Investment fund	Investment AHTC	500.000	500.000
2019	Tenants AHTC	Investment AHTC	1.500.000	1.500.000
2019	AIGHD	Case 2 - in kind people	11.951	11.951
2019	Partners	Case 5 - in kind people	250.000	250.000
2019	EFRO	HealthTech Park	-	13.490.000
2019	City AMS	GGZ op maat: beschermd wonen		15.000
2019	EFRO Kansen voor West	DHoTS	1.867.709	1.867.709
2019	IXAnext	Talent voor Innovatie	-	7.200.000
2019	Private+public funders	HealthInc	1.695.000	1.695.000
2019	Gemeente Barneveld	Barneveld ahti Way	15.000	15.000
2019	VWS - Garage 2020	BlueZones Jeugdhulp	14.400	22.400
2019	NWO	Dolce Vita	203.405	1.864.341
2019	Atalmedial	Atalmedial ahti Way	3.250	3.250
2019	AMC	Student incubator	12.500	12.500
2019	OCW+City AMS+MRA Press	Zorg in de wijk in de 21e eeuw	-	2.646.587
2019	ZonMw	JZOJP - UMCU	8.000	8.000
2019	ZonMw	JZOJP - Arnhem Rijnstate	7.875	7.875
<b>Total</b>			<b>6.089.090</b>	<b>31.109.613</b>

The financial statements have been prepared in accordance with the Guideline for annual reporting for small organizations not-for-profit (RJK C1) of the Dutch Accountants Standard Board. Contrary to the Guideline of annual reporting for small organizations not-for-profit (RJK C1), the budget on overall level has not been included, as control has been performed on the project level.



## 1.7 Institutional development and risks



### Institutional development

In 2019, the implementation of processes and procedures developed by ahti was continued in the day-to-day operations. Since the beginning of 2019 ahti strengthened its in-house Finance & Accountability team - financial management, human resource and legal - and only shares HR-Support with AIGHD. The financial administration and control are carried out by Activium. Ahti also makes use of the office management and ICT services of our partner PharmAccess Group.

Per October 1, 2019 ahti has moved its offices from the 4<sup>th</sup> floor of Tower D in the AHTC to the 5<sup>th</sup> floor in Tower C in the Amsterdam Venture Studios in which ahti offers office space for established HealthTech companies, startups and scale-ups.



### Managing Risk

Risk analysis and risk mitigation are important for ahti. At the institutional level risk mitigation has improved by further strengthening the annual budget cycle, including a more detailed annual budget and more frequent monitoring of expenditures. The Executive Committee is currently not aware of any significant changes in the organization's internal control that occurred during 2019 that has materially affected, or is reasonably likely to materially affect, the organization's internal control over its finances. The main risk identified is the limited lifetime of the existing project portfolio and the need to a steady stream of new contracts to remain financially sustainable. With a number of new projects starting in 2020 and through focused business development activities we expect to expand our project funding base.



## 1.8 Outlook 2020 and beyond



In 2019 ahti has been further focusing on two main areas: Innovation and Entrepreneurship. We continue to do our best to play a distinguishing role in improving the quality of care for the residents of Amsterdam. This has led us to focus more and more on data projects that give valuable insights to make improvements in policy and make predictions for future improvements of healthcare. We will go on developing projects in the coming year that use data to give actionable insights.

In July 2019 we launched the HealthInc 2022 accelerator program, which will have 3 yearly editions. We are becoming more and more experienced in executing this program and we will be looking for opportunities to expand our current stakeholder network with other relevant stakeholders in the Health sector. We are looking forward to enhancing our capabilities in this accelerator program and helping startups working in health to get to market and grow.

We are also looking into new opportunities to develop the Amsterdam Life Sciences District. We have been fortunate to get the opportunity by EFRO through the funding of the HealthTech Park project. In 2020 we will be working on a follow-up plan that will continue to support the plans of the City of Amsterdam to focus on Life Sciences and Health. We are proud to be part of this community and are enthusiastic to bring about positive change and prosperity for the City, its residents and entrepreneurs. Together, we will be working on strengthening the Life Sciences & Health community.

### *Impact COVID-19 (novel coronavirus) outbreak*

The Coronavirus disease (COVID-19) outbreak is recently dominating global news and is causing significant disruption to society, impacting ahti, its employees, partners and customers. In the Netherlands, but also worldwide, measures have and are being taken to prevent the virus from spreading further. Ahti follows the national advice from RIVM National Institute for Public Health and the Environment (RIVM) and the Dutch government in our response to the virus. In line with the measures taken by the Dutch government, we have asked our employees to work from home (if possible) until further notice, cancelled all meetings in person at the office, recommended employees not to hold business meetings in person and requested employees to meet as much as possible by telephone or electronically. This is functioning relatively well as ahti has already been well equipped for working from home.

Ahti is closely monitoring the situation to provide guidance on health and safety measures, travel advice and business continuity for our organization. The potential economic implications for the countries and sector where ahti is active in are being assessed and discussed in order to identify possible mitigating actions. The Supervisory Board is being regularly informed of the risks and the measures taken. There are currently no indications that there are significant risks with regard to the (financial) management of ahti. The main risks and uncertainties related to Covid-19 for ahti concern our rental activities at the fifth floor of the Amsterdam Health & Technology Center. Due to the uncertain economic conditions some tenants have not renewed their rental contract and is it a challenge to find new ones. Although there will be a slight decline in rental revenues in the near future, ahti is currently not foreseeing major cash flow challenges as a result of the COVID-19 outbreak. At the same time, the Corona crisis is opening up new opportunities for health and tech, for ahti in particular in the area of digital transformation and data solutions.

### *2020 and beyond*

We fully expect ahti to keep on strengthening its capabilities and delivering on its strategic agenda in the coming period. To be able to do so consistently we will focus on further improving employee engagement and



long-term relationships with public and private stakeholders, in Amsterdam, The Netherlands and across the world.

We look forward to a successful year for ahti in 2020.

Amsterdam, June 2020

Supervisory Board:

Executive Committee:

H.M. Amman  
(Chairman)

M. Heidenrijk  
(Executive Director)

J.A. Romijn  
(Member)

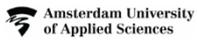
F.R. Janssen  
(Finance Director)



## 1.9 Partners



amsterdam economic board



European Union  
European Regional  
Development Fund



