



# Innovative solutions to optimise the outpatient journey and experience on a complex hospital site

## Market Sounding Prospectus

Information document

June 2022

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## Introduction

The Policlinico Universitario Sant'Orsola of Bologna (Sant'Orsola), has been a designated an IRCCS (Istituto di Ricerca e Cura a Carattere Scientifico) and has been identified as one of the best hospitals in Italy. We provide medical specialties of excellence not only within our natural catchment area of Emilia-Romagna Region, but to a much wider catchment area, both for other regions and nationally.

Outpatient services represent an important part of the clinical care and support provided by the Sant'Orsola. This is well highlighted by the 4 million specialist medical services for outpatients delivered every year on this hospital campus, historically located in the centre of Bologna. The campus covers a large area (around 23 hectares), with 16 different entrances, and with 28 specialised 'pavilions' dedicated to inpatients hospital care services, many of them providing also out-patients services. Private vehicle access to the site is strictly limited.

## The current situation and problem to address

Outpatients start from their residences and arrive at one of the entrances to this large site and must navigate and find their way to their appointment locations. The size and layout of the site pose a significant challenge for patients, who, in addition to often having a basic difficulty following signposts, often have to face construction or maintenance operations, which are almost continuous for a health care facility of this type, and which interrupt and change even known routes.

Feedback from our patients and clinicians is that already ill and / or disabled patients frequently find their out-patient appointments, often needing repetition regularly, tiring and overwhelming to the point that they may not attend. Furthermore many patients may lose their way on site and arrive to their appointments late and stressed. In fact, feedback suggests that the majority of people visiting the site find it difficult to orientate and find their way.

***Feedback from some of our most vulnerable patients regarding the difficulty and stress involved in accessing and navigating the hospital grounds underlines how important it is for us to improve the current situation.***

Cinzia Castellucci, Director of Care Management and Integrated Services, AOU-BO

This experience is echoed more widely. For example, a study made by the Royal College of Physicians of London found that 20% of pensioners who attended an outpatient appointment reported feeling worse afterwards, because of the stress involved in the journey alone. A similar message was also given by Lucien Engelen, CEO of "Transform Health" in his keynote speech at CleanMed 2021, highlighting the number and importance of hospital services for outpatients and the need for better facilitated access to these services to ensure smooth journeys and stress-free experiences.

We are not alone in having this problem and need for a solution. A [Joint Statement of Demand](https://www.ecoquip.eu/joint-statement-of-demand-out-patient-pathways/) was published earlier this year (<https://www.ecoquip.eu/joint-statement-of-demand-out-patient-pathways/>) and was supported by other healthcare organisations, who indicated to have a similar unmet need and expressed interest to follow the Sant'Orsola experience to find innovative ways to address this problem and improve the outpatient experience.

## The procurement

We are looking to procure a solution that improves the orientation, navigation and overall experience of our diverse outpatient population having to move on the Sant'Orsola campus, making their journey from the entrance in the hospital site to their appointments and back again as smooth and stress free as possible and, where required, personalised to their individual needs.

This is envisaged as a two-stage project, commencing with a pilot project relating to patients arriving for appointments in Pavilion 1 of the Polyclinic. This has been chosen as the pilot as it receives a high percentage of our outpatients. This pilot and proof of concept would then be followed by roll out, that is, all the pavilions providing services to out-patients.

## Requirements and scope

Having analysed the current situation and consulted a range of different stakeholders, the scope of the project is being limited, at least in the present phase, to patients physical arrival to, and departure from, the Campus. We have defined the requirement as: an innovative solution to enable the personalisation and optimisation of the out-patient journey, from arrival on site to their timely attendance at their appointment and then back again, enabling a smooth and stress-free patient experience, and ensuring that all patients have equal access to out-patients services regardless of age, disability and other limiting factors.

We envisage that the solution would include:

- Development of a system that enables the individual needs of the out-patient to be gathered and recorded
- Provision of information to the patient about how their needs will be met and how to interact with the welcome service on site
- Assistance with orientation around the campus from the entrance to the outpatient clinic and back again

The solution should be:

- Personalised, being adaptable to meet the personal needs of the patient
- User friendly and accessible to a population diverse in characteristics and needs
- Compliant with data management regulations
- Easy to integrate and coordinate with measures already in place
- Enables ongoing improvement and innovation

- Environmentally considerate.

In the additional Information of this document you will find supporting information:

- Use case scenarios to help further explain the unmet need and outcomes we are seeking
- Site plan of the Sant'Orsola Campus

## Market consultation and PIN publication

This Market Consultation has been launched to initiate a dialogue with the supply-chain ahead of a tender to be launched by December 2022. An on line form should be filled by members by parties of the supplier chain or interested to become new suppliers.

For the official formalization of an upcoming tender and for useful completion of pre-market information, the **PIN - Prior Information Notice** is scheduled to be published almost simultaneously with the launch of this document. The PIN will be published in the Official Journal of the European Union.

We consider necessary to stress the importance of the above indicated documents to consult with the market in advance of launching the tender and we are interested to hear from all parts of the supply chain that could contribute to a solution in a sector or provide a complete solution. This could include technology enabled services.

You can participate from the beginning in this process of market consultation by returning your response form, that attached to this document at:

Link (English version)

<https://forms.gle/vvP3jao6pxp3DJwZA>

Link (Italian version)

<https://forms.gle/cjxBskp1EXsqL8BD9>

Following our analysis of market responses, a market consultation workshop will be held in September 2022.

The results of the market consultation exercise will be used to inform the future procurement strategy.

***We are launching this market engagement to communicate this unmet need to the market and get a feedback on the different options that are, or could be available. We are looking for the expressions of interest to hear directly from the supply chain about the interest, capability and capacity of the Market to offer solutions that meet our requirements.***  
Daniela Pedrini, coordinator of the EQ+ project for AOU-BO

## Indicative Timeline

|                                   |                           |
|-----------------------------------|---------------------------|
| <b>Market Consultation period</b> | <b>MAY – OCTOBER 2022</b> |
| <b>Prior Information Notice</b>   | <b>JUNE 2022</b>          |
| <b>Market Consultation Event</b>  | <b>SEPTEMBER 2022</b>     |
| <b>Invitation to tender</b>       | <b>NOVEMBER 2022</b>      |
| <b>Awarding of contract</b>       | <b>SUMMER 2023</b>        |
| <b>Mobilisation</b>               | <b>AUTUMN 2023</b>        |

## Additional information

In order to facilitate the overall comprehension of the requirements and goals of the project we present two cases of needs to be achieved.

### **Out-Patient Journey: Before and after in case of mobility support**

#### **Before**

Rossana is 80 years old and has multiple conditions that require treatment and management at the hospital on a monthly basis. She has some mobility difficulties and easily gets out of breath. Lately, she has noticed a decline in her long-vision.

She is very determined to maintain her independence but increasingly finds walking more than 500 meters very tiring. Recently, she has adapted to some remote monitoring of some of her conditions at home, but still requires to travel to the site of the Sant'Orsola regularly. She likes the opportunity to leave her place and visit Bologna and has a good relationship with her specialist. However, the prospect of arriving at the hospital and having to find her way is becoming increasingly stressful and has even missed a couple of appointments.

Fortunately, her bus drops her near one of the hospital entrances, but this is some distance from Pavilion 1 where she has the appointment to see her specialist. She used to feel confident in finding her way but the deterioration in her sight means that she is finding this more and more stressful, in particular as there have been some construction works that are obstructing her normal route. She hasn't mentioned this to her specialist as she didn't want to bother her, but the receptionist desk has noticed she is looking worried, out of breath and flustered when she arrived at the past two or three appointments.

#### **After**

When the specialist makes Rossana's next appointment, the notification arrives on her Smart Phone and she is asked if support services are needed to help her on arrival at the entrance of the hospital site. She highlights that help with mobility and navigation is needed. The confirmation arrives, that this support will

be available and asked if there is anything else she needs to help make her journey smooth and stress free, and asked if she can confirm which entrance, she will arrive at, and if she will be accompanied by anyone. This takes a big weight off her mind and starts to look forward to her journey. She plans, with some help from her son to arrive sometime before her appointment.

When she arrives on site, Rossana is met by a patient welcome officer, who offers her options for mobility support and she is happy to choose a wheelchair which is pushed by her new friend, the welcome officer. Once she is on her way the specialists receptionist is automatically notified. The receptionist notices that Rossana arrives smiling and in good spirits. She tells how much this welcome service has helped once she had got use to her new smart phone. While she is waiting for her appointment she is invited to give on the spot or to send feedback on the user experience. Her specialist notices that her blood pressure seems much better today, and Rossana seems happy and more lively.

On conclusion of the appointment, she is met after a short wait with a wheelchair and support to take her back to the site entrance. She is invited to rest inside the entrance until confirmed that for her bus home is arriving. A feedback prompt asks her to rate her experience today and if she would like to arrange support for her next visit.

## **Out-Patient Journey: before and after introduction of personal navigational support**

### **Before**

Massimo is 75 years old who, although in relatively good health conditions, needs to have specific periodic examinations at Sant'Orsola. His orientation ability has never been very good and is getting a bit worse. More than before he is looking for points of reference and at his last appointment, he had found difficult to reach the outpatient ambulatory due to route deviations caused by construction works. That disoriented him, gave him some anxiety, and made him arrive late to the appointment.

### **After**

This time, he had decided to leave home a little early and he was feeling better because he had received, together with the appointment confirmation, assurance that after arrival in the hospital campus he would get clear navigational instructions. He was also advised to enter the hospital area from a specific entrance to make his journey easier. When he arrived there, he found navigational aid that enabled him to register his arrival on site and receive directions along the way.

Still, some doubts arise if he is going the right way and by interacting with a navigational aid, he is told he is on the right path and he proceeds more confidently. Massimo feels reassured and reaches the clinic without any other problems and a little bit early and in good spirits.

While he is waiting for his appointment, he is invited to provide feedback and confirm which exit he would like to leave from and could request a change of routing to go to another exit. Massimo returns home from his appointment without stress or tiredness and reassured.

## The site

### Campus of the Policlinico di Sant'Orsola pavilion, pilot site



### Main accesses to the hospital campus



**Pav. 1:** Eyes Day Emergency  
Entrance side West



**Pav. 1:** Eyes Day Emergency  
Entrance side East



**Pav. 1: Ambulatories**  
Entrance side North – Via Schiassi



**Pav. 1: Passage**  
Other entrance on the North side  
Via Schiassi



**Pav. 2: Entrance from side North**



**Pav. 2: Entrance Poliambulatories**  
Via Albertoni or from the side North  
of pavilion 2.



**Pad. 4: Entrance from side East**



**Pav. 4: Gynaecology**  
Entrance side North



**Pav 4:** Gynaecology  
Entrance side South



**Pav. 5:** Emergency Entrance from  
Via Albertoni



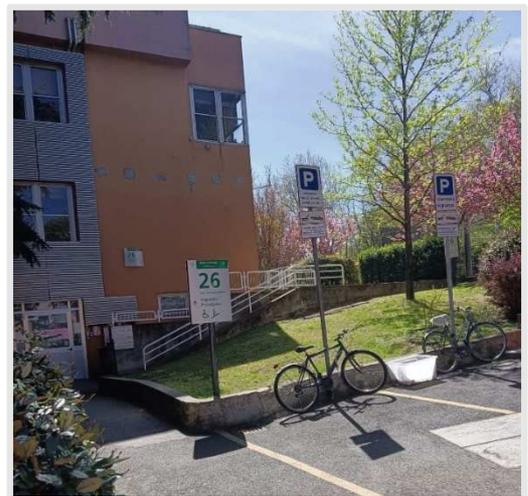
**Pav. 8:** Haematology  
Entrance side South



**Pav. 13:** Paediatrics  
Entrance side South



**Pav. 25-27-28:**  
Entrance side South



**Pav. 26 - Ambulatories**  
Entrance

## The complexity of the present street signs



## Ambulatory photos of the Policlinico Universitario Sant'Orsola of Bologna



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### About EcoQUIP+

EcoQUIP Plus ([www.ecoquip.eu](http://www.ecoquip.eu)) is a collaborative innovation procurement project in the healthcare sector. EcoQUIP Plus aims to demonstrate how pro-innovation procurement methods can improve the efficiency, quality and sustainability of healthcare and to increase the take up of much needed innovative solutions through collaborative actions.

If you would like to find out more about EcoQUIP+ please visit:



[www.ecoquip.eu](http://www.ecoquip.eu)



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