



# Healthcare Managers Webinar Series 2020-2023: A Summary Report

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DELIVERING EFFICIENCY, QUALITY AND  
SUSTAINABILITY IN HEALTHCARE  
THROUGH INNOVATION PROCUREMENT



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Innovation is crucial to address the numerous health challenges today's society is facing. In fact, new innovative technologies and approaches can improve healthcare outcomes and enhance patient experience.


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Public Procurement of Innovation (PPI) is a procurement process that provides a practical means for healthcare organisations to stimulate innovation to address their unmet needs and improve the quality and efficiency of healthcare services through the uptake of new solutions. While PPI is a relatively new process, its uptake is increasing and is actively encouraged by the European Commission as a pillar for driving innovation and stimulating growth, thus ultimately leading to a more sustainable and competitive healthcare sector in Europe. PPI has already had more than a few success stories across the public sector, including the healthcare sector.

EcoQUIP set out to demonstrate how PPI can be used to deliver better outcomes, sustainability and efficiency in healthcare through the coordinated implementation of six innovation projects addressing challenges being faced.

The project also sought to share knowledge and **build awareness and understanding of innovation procurement** across the healthcare ecosystem and to this end implemented a series of webinars specifically tailored to healthcare managers.

These webinars were designed to highlight **the potential benefits and advantages of innovation procurement in the healthcare sector**. Throughout the series, health managers received practical information and tools to help them understand their hospital's innovation potential through improved procurement practices. Each webinar looked at different ways in which innovation procurement could support a more efficient and sustainable approach to healthcare challenges, with a focus on achieving better value for all.



The webinar series for healthcare managers, which came to an end in May 2023, provided insights from the experience of the EcoQUIP+ project and demonstrated some of the latest and most effective practices in innovation procurement.

The webinars were delivered by experts operating across a range of different disciplines and working within different organisations and funded projects.

They presented real-life case studies, based on their own experiences, illustrating **how innovation can yield better health and environmental outcomes while delivering enhanced value for healthcare services.**

Among other topics, we had the chance to learn more about strategic procurement in healthcare, the environmental impact of healthcare, and how to achieve better value in health.

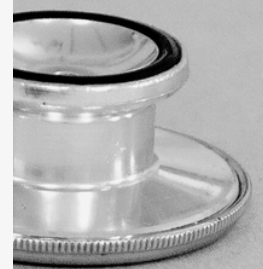
A report was produced for each of the webinars, giving an overview of the most important lessons learned and summarising the outcome of the discussions.

The six webinars that took place (and that are available to view on the EcoQUIP Plus website) were the following:

- Procurement: Responding to COVID-19
- Strategic procurement in healthcare: Realising the full potential of your procurement spend
- Procurement for health managers: Why the environmental impact of healthcare matters to your bottom line
- Achieving better value in healthcare through strategic procurement
- Procurement for health managers: Co-creation of innovative digital healthcare solutions
- Innovation procurement as a vehicle to address healthcare challenges

## Overall lessons learned:

- Innovation procurement involves stimulating the supply chain to develop innovative goods and services
- Preparedness, stakeholder engagement, and a pro-innovation tendering approach are essential for effective innovation procurement
- Procurement in healthcare can support value-based healthcare, reduce costs, and support better treatment outcomes
- Procurement can be a strategic tool within hospitals, driving innovation, sustainability, and supply chain security
- Procurement experts play a key role in connecting various stakeholders within healthcare organisations
- To incorporate sustainability into the procurement process, a holistic understanding of sustainability concerns for products is essential. This includes considering the entire lifecycle of the product, from production and transport to disposal
- Purchasers can utilise tools like procurement criteria templates and sustainable procurement indices to evaluate and compare offers from suppliers, ensuring sustainability criteria are considered
- Value-based procurement moves away from lowest price purchasing to consider long-term efficiency and effectiveness. Value-based procurement is essential in resource-constrained settings
- Good leadership, multidisciplinary teams, and patient input are key enablers of value-based procurement
- Co-creation ensures solutions fit end-users needs and promotes successful adoption. Successful co-creation relies on changing culture, training, mutual learning, and time allocation
- Risk-sharing in public procurement, with some of the budget allocated for outcomes-based payments, can foster alignment between stakeholders and supplier accountability



# Webinar 1: Procurement: Responding to COVID-19

This first webinar explored the practical implications of innovation procurement, and how it could be utilised as a response to the COVID-19 pandemic. Gaynor Whytes, the Director of JERA Consulting, shared insights into JERA as an innovation consulting firm and its work in innovation procurement since 2005.

During the webinar, it was emphasised that procurement is essential for health facilities to function effectively, but when new solutions are needed, new approaches must be adopted. COVID-19 has created new needs that current solutions cannot meet, making innovation crucial at various levels – organisational, societal, and individual.

The meaning of innovation was discussed as the process of developing new goods and services to meet unmet needs. Innovation procurement involves undertaking the procurement process in a way that stimulates the supply chain to develop better and more innovative goods and services to meet an organisation's needs.

Case examples were presented to illustrate the successful implementation of innovation procurement across a range of settings. One case involved the Ministry of Justice finding a sustainable solution for disposing of prison mattresses, resulting in zero waste mattresses and significant cost savings.

The webinar emphasised the need for preparedness, engagement with internal stakeholders, and a pro-innovation tendering approach to enable effective innovation procurement.

In the context of COVID-19, innovation procurement was proposed as a way to address new needs, such as finding solutions or services that protect staff from infection along the patient pathway and reducing reliance on personal protective equipment (PPE) as the last line of defence.

The conclusion highlighted that innovation will be crucial in responding to COVID-19, and innovation procurement can play a key role in stimulating supplier innovation in a timely and resource-efficient manner. The EcoQUIP+ project was recommended as a resource to access know-how and support for innovation procurement. During the Q&A session, various questions were addressed, covering topics such as successful provider delivery, dealing with time-critical situations like the PPE crisis, and the role of innovation within healthcare organisations' processes.



## Webinar 2: Strategic procurement in healthcare: Realising the full potential of your procurement spend

The second webinar in the series featured Kjetil Istad, a procurement expert from Norway, who demonstrated that procurement can support the development of value-based healthcare in hospitals while reducing costs and addressing major healthcare challenges.

The aim of the webinar was to build capacity among health managers by highlighting the benefits of procurement as a tool for sustainability and innovation. Kjetil Istad addressed misconceptions about procurement as merely a cost-cutting tool and instead inspired professionals by emphasising its potential to bring tangible benefits to healthcare professionals and patients alike.

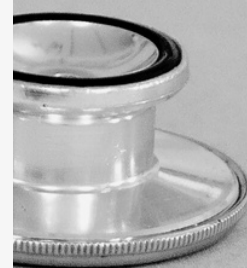
The ultimate goal of procurement is to improve health outcomes for patients and, when deployed in a smart way, can result in better healthcare services and treatment outcomes for patients while optimising costs.

Procurement can be a strategic tool within hospitals and can empower employees to propose innovative solutions such as robotics or new drugs that can significantly improve operations, working conditions, and patients' lives. By aligning procurement with the hospital's overall strategy and making category management part of the process, procurement can create a significant impact, drive innovation, secure the supply chain, and promote sustainability.

Value-based procurement focuses on patients' values and health outcomes rather than just costs. By considering what matters most to healthcare professionals and patients, this approach leads to more effective treatments, better compliance with sustainability principles, and shifts in the economy's functioning over time.

Procurement experts play a key role in hospitals, connecting healthcare professionals, the board of directors, suppliers and patients. They speak multiple languages, including the language of economists for smart decision-making and the language of values to align with the hospital's strategic directions and patients' needs.

In conclusion, value-based procurement can lead to improved healthcare services, better treatment outcomes and enhanced sustainability efforts, making procurement a vital and strategic function within healthcare organisations.



## Webinar 3: Procurement for health managers: Why the environmental impact of healthcare matters to your bottom line

The third webinar in the procurement series for health managers featured Nicole Fletcher, Sustainable Procurement Lead at NHS England, and Arianna Gamba, Circular Healthcare Programme Manager at Health Care Without Harm Europe. They discussed the environmental impact of the healthcare sector and the role of procurement and supply chain in mitigating climate change.

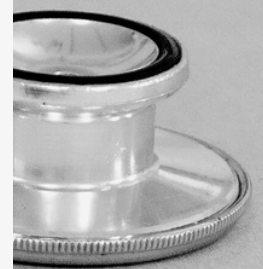
The healthcare sector is responsible for 4.4% of global carbon emissions, making it the 5th largest emitter globally. Over 70% of these emissions come from products and services used within the sector. Pollution from toxic chemicals, pharmaceuticals, energy resources, waste, and single-use plastics is also a concern. Procurement can play a crucial role in minimising the sector's environmental impact.

To include sustainability in the procurement process, a holistic understanding of a product's sustainability, including its lifecycle, is necessary. Healthcare organisations should set clear visions for sustainability, offer staff training, provide guidance on policy implementation, share good practices, and pilot projects with interested suppliers.

Sustainability should be considered in the tendering process, and a minimum of 10% weighting should be applied to social value when procuring. Climate change must be systematically addressed in social value discussions.

To implement sustainable procurement practices, involving end-users and suppliers is essential. Healthcare organisations should provide clinical evidence linking health and environment to convince end-users, like doctors and nurses, to adopt sustainable practices. Business cases should be presented to budget staff, demonstrating long-term cost-benefit of sustainable products.

Procurement teams should engage suppliers by indicating market demand for sustainable products, specifying evaluation criteria, and promoting the advantage of providing sustainable solutions. Suppliers should understand that end-users demand greener products.





Measuring and assessing the impact of sustainable procurement is crucial. A consistent measuring system should be implemented to monitor carbon footprint reduction across the organisation.

In conclusion, mandatory targets and considering multiple factors in defining product / service sustainability are vital steps toward procuring more sustainable solutions. Engaging end-users and suppliers, providing business cases and good practices, and measuring environmental impact are essential for a successful sustainable procurement journey.

## **Webinar 4: Achieving better value in healthcare through strategic procurement**

The fourth webinar in the procurement series for health managers featured Prof. Dr. Louise Knight, Professor of Public Sector and Healthcare Procurement at Universiteit Twente, and Caterina Sampol, Coordinator for Public Procurement of Innovation at Hospital de la Santa Creu i Sant Pau. They discussed how health managers can achieve better value in healthcare through strategic procurement and incorporating the concept of 'value' in their procurement processes.

Value in procurement refers to the importance or usefulness of something to a stakeholder. Furthermore, value-based procurement moves away from lowest price purchasing to consider long-term efficiency, sustainability, and effectiveness. Strategic alignment with suppliers is also crucial to deliver better outcomes for organisations and patients.

The implementation of value-based procurement requires identifying complex problems and collaborating with suppliers to explore potential solutions. Key enablers include good leadership, a supportive board of directors, multidisciplinary teams, and co-creation processes between supply and demand sides. Starting with small, impactful projects and training and educating procurement experts are important steps in the process.

Triggering change towards value-based procurement can begin with appointing a multidisciplinary team and launching an open market consultation. Input from patients is essential to define qualitative key performance indicators and value-indicators.



An internal plan and governance model should be established to follow up on changes, continuously collect and monitor key performance indicators, and adapt payment models to reflect value-based principles.

Even if implementing value-based procurement is challenging, it remains essential. In resource-constrained settings, price-based procurement may not yield the best outcomes, making value-based procurement a necessary and innovative solution in the healthcare sector.

## **Webinar 5: Procurement for health managers: Co-creation of innovative digital healthcare solutions**

The fifth webinar in the procurement series for health managers featured Myriam Martín from Ticbiomed and Francisco Melero from CETEM Technical Research Centre. They discussed the role of co-creation in the public procurement of innovation, emphasising its implementation methods and key elements for success. Drawing on examples from the InDemand and Pharaon projects, they highlighted the importance of involving relevant stakeholders for rapid adoption of innovative digital health solutions by end-users.

InDemand, an EU-funded project, enabled co-creation of eHealth solutions with economic support from regional funds. Pharaon, another EU-funded project, aimed to support active and healthy aging by integrating digital services and tools into open platforms, involving stakeholders through a co-creation approach.

Co-creation is a demand-driven approach, starting with co-ideation or identifying needs with diverse stakeholder involvement. This ensures their continued interest in solution development and its impact. Identifying companies capable of developing solutions for these needs is crucial as well as leveraging stakeholders with prior experience to establish a strong foundation and efficient resource utilisation. Involving top health management personnel from the start ensures solution adoption within health and care settings, clarifying the process and its key performance indicators for successful procurement procedures.

The co-creation process results in a solution tailored to end-users' needs and more successful adoption than using traditional methods.



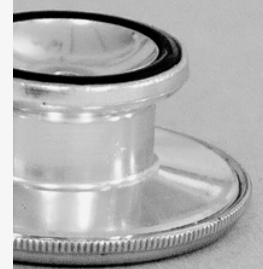
The InDemand project identified four stakeholder roles in co-creation:

- **Challengers:** Identify needs, including patients, healthcare professionals, organisations and industry representatives
- **Solvers:** Develop needed solutions, including companies, technological centers, and universities with innovation units
- **Funders:** Organisations providing co-creation funding, such as regional development agencies and healthcare organisations
- **Supporters:** Offer business support, providing information on regulations and certifications needed for solution advancement

Successful co-creation relies on four key elements:

1. **Change of Culture:** Combining bottom-up and top-down approaches to address stakeholder priorities and facilitate solution adoption
2. **Training:** Training stakeholders to clarify co-creation purpose and end goals, especially for implementing technological solutions
3. **Mutual Learning:** Identifying stakeholders with prior solutions to use available resources and learning from past experiences
4. **Time Allocation:** Allowing sufficient time for stakeholders to participate effectively in the co-creation process

Co-creation in the public procurement of innovation fosters collaboration, ensuring solutions fit end-users' needs and promoting successful adoption, making it an essential element in healthcare procurement.



## Webinar 6: Innovation procurement as a vehicle to address healthcare challenges

The final webinar of the procurement series for health managers focused on the role of public procurement of innovation in addressing health challenges, featuring projects RITMOCORE and RaDAR.

RITMOCORE, funded under Horizon 2020, aims to enhance efficiency by introducing innovative pacemakers and transitioning to patient-centered care. RaDAR, emerging from the Anti-Superbugs project, sought innovative solutions for antimicrobial resistance.

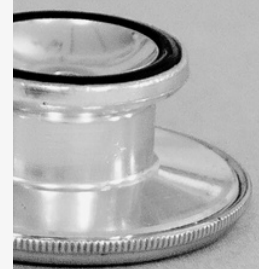
The collaborative cross-border procurement model adopted by RaDAR allowed stakeholders to define clinical demands related to global AMR.

The importance of co-creation and public procurement innovation was highlighted. Co-creation occurred at both the project preparatory stages and during collaboration between service providers and hospitals.

Stakeholder involvement was crucial in both of these PPI projects and involved different professionals, institutions, and clinicians along the patient journey.

The outcome-based payment model adopted in RITMOCORE shifted focus from purchasing devices to procuring services, with payments based on the population served and risk-sharing elements that had been defined. RaDAR also employed an outcome-based procedure that addressed five levels of demand side requirements and focused on measuring the long-term impact of the procurement.

Collaboration, stakeholder engagement, and co-creation are crucial in addressing global health challenges. Collaborative and joint procurement approaches are effective means by which to build solutions through shared knowledge and expertise and to transform processes to allow the procurement of solutions that offer both higher value and lower costs for the long term.



## Conclusion

The EcoQUIP+ webinar series for healthcare managers has raised awareness and interest in innovation procurement and given health managers the knowledge and understanding to consider how it could be effectively implemented in their own healthcare settings.

Over the course of three years, the series has provided valuable insights and best practice examples from a diverse range of projects and organisational settings, bringing health managers a new level of knowledge and awareness of innovation procurement and the significant benefits that can be gained from adopting such an approach.

The webinars covered a wide range of subjects, including responding to COVID-19; realising the full potential of procurement spending; addressing the environmental impact of healthcare; achieving better value through strategic procurement; co-creating innovative digital healthcare solutions; and using procurement to address health challenges like pacemaker demand and antimicrobial resistance.

Throughout the series, speakers used real-life case studies from projects like InDemand and Pharaon, to highlight the role of co-creation and stakeholder involvement in successful innovation procurement. The webinars emphasised the shift from cost-based to value-based procurement, where strategic alignment with suppliers and a focus on long-term efficiency and sustainability are essential.

Overall, the EcoQUIP+ webinar series facilitated knowledge sharing and hopefully encouraged health managers to adopt more innovative procurement practices. By promoting innovation procurement as a process, the project has sought to enhance health outcomes across Europe and provide better access to public sector markets for innovative SMEs. With the knowledge gained and the interest raised, health managers should now be better equipped to drive more innovative practices encourage the integration of emerging technologies, and achieve enhanced value for healthcare services in their respective organisations.





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