

Challenges to implementation: Procurement and Implementation

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AQuAS

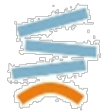
Introduction to AQuAS

A **public company** that generates **knowledge from the assessment of the healthcare system** useful to the main stakeholders of the public **Catalan Health System** (policy makers, health care managers, professionals and citizens)

MISSION

The **agency** has the mission to contribute to the **improvement of the quality, safety and sustainability** of the Catalan Healthcare System by means of the **generation of relevant knowledge** fruit of the analysis of structured information, benchmarking definition, identification of best practices and impact assessment.

Introduction to AQuAS



Agència de Qualitat i
Avaluació Sanitàries de Catalunya

AGENCY FOR HEALTH QUALITY AND ASSESSMENT OF CATALUNYA

Catalan
Health
System
Observ
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Assess
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Innova
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ICT

Innovation

AQuAS Innovation unit is responsible to **strengthen the innovation culture** within the DoH and is actively working in the **development and adoption of the two procurement instruments: PPI and PCP**. AQuAS is a **reference** in Innovation Procurement in Spain thanks to the experience gained at regional level (e.g.: drug storage and dispenser, mental health genetic-pharmacological service, etc) and at European level (DECIPHER, INSPIRE, THALEA, NYMPHA, PRO4VIP, STOP & GO,....)

What Business Model Innovations are Disrupting Healthcare?

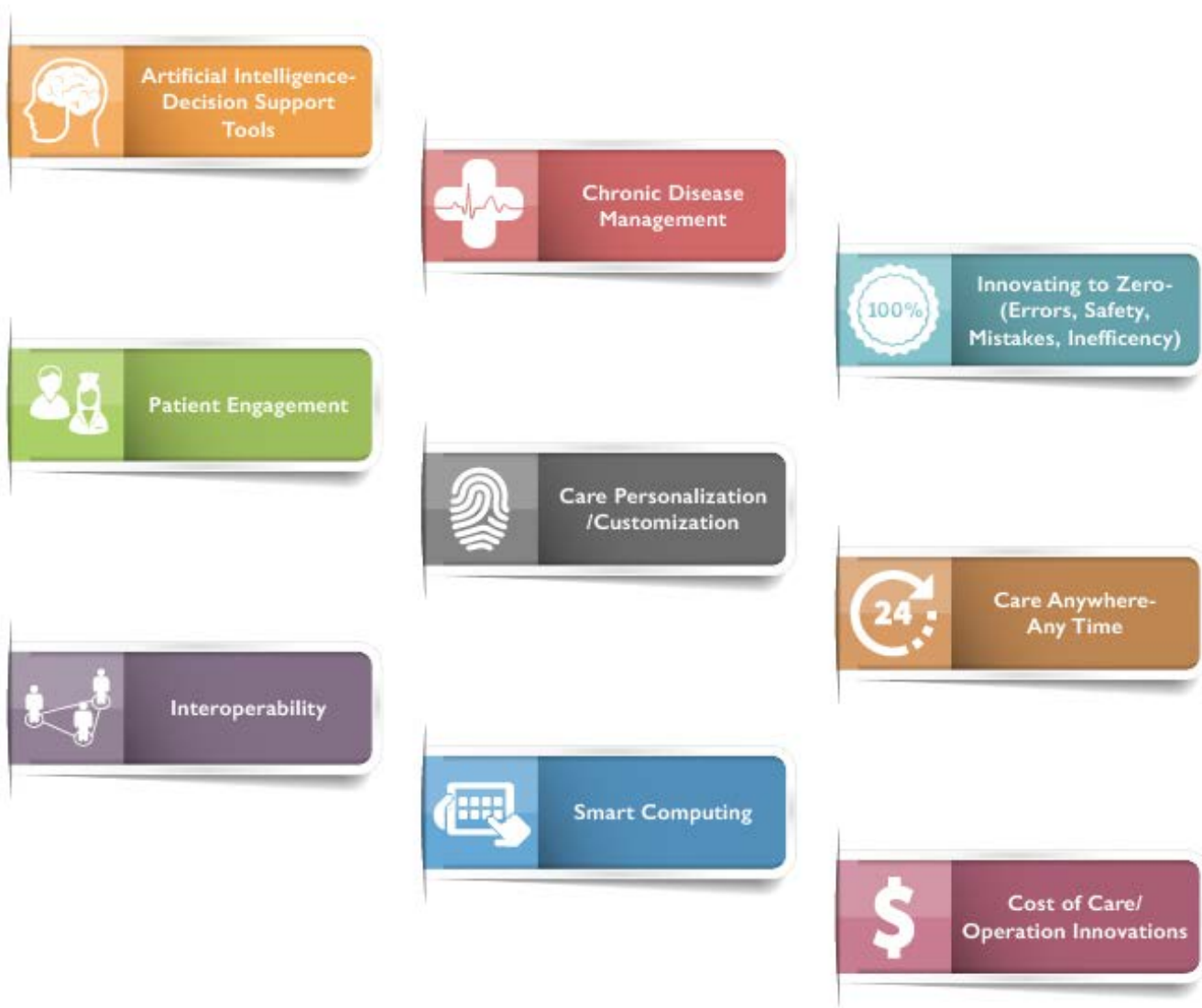
The Companies Disrupting Healthcare In 2015

Wired Health: how are innovative technologies disrupting health care?

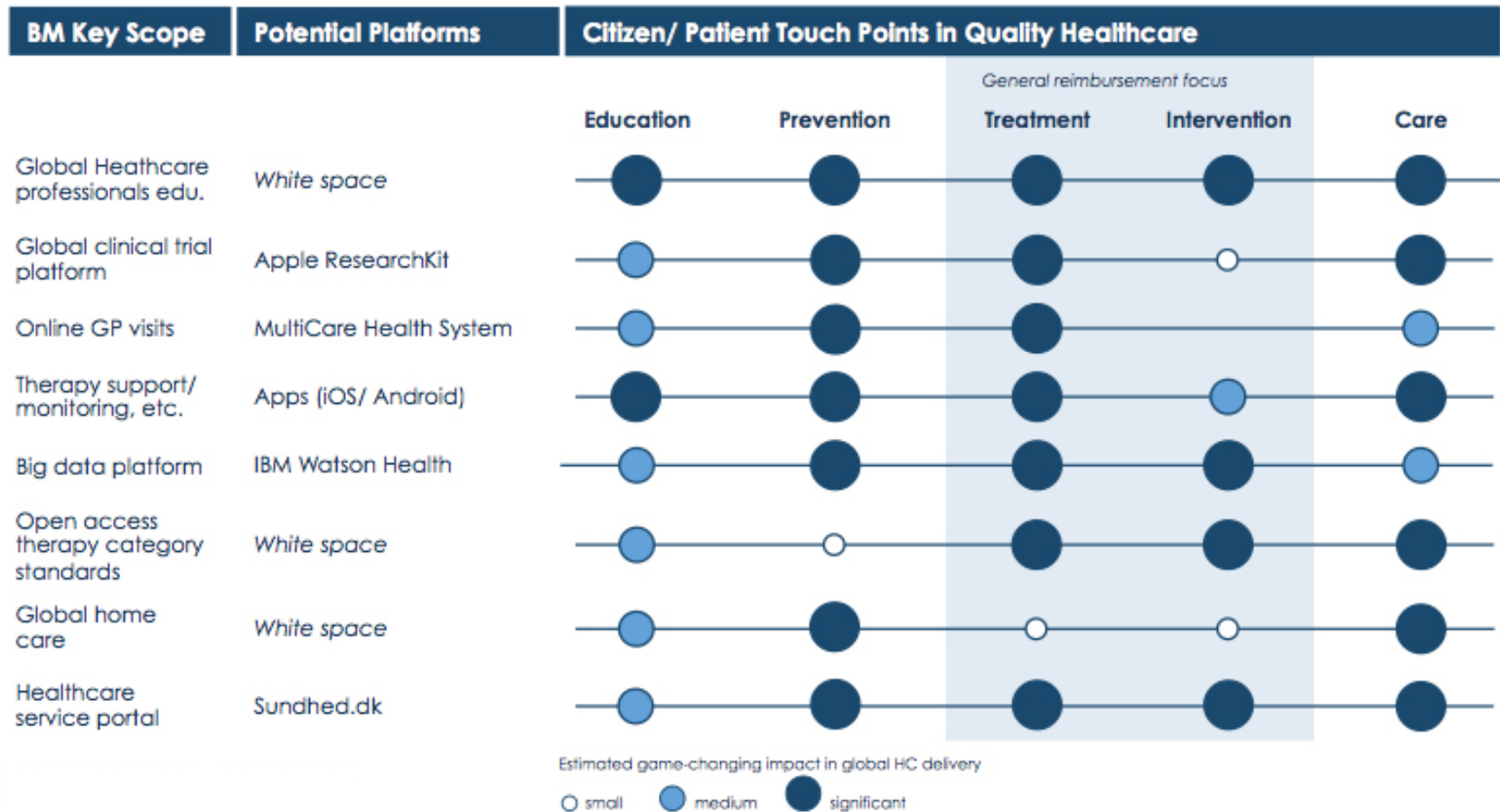
6 Ways Digital is Disrupting Healthcare

New Entrants are creating innovative new care delivery models

... the nine segments with the highest potential for disruption in the future...



... and new business models....



Three pillars of rationale for procuring innovations

- To ensure that public services benefit from the transformative effects of innovation
 - Pressing need in current financial climate “more for less”
- Meeting societal grand challenges as envisaged in the Innovation Union
- To provide an initial incentive for firms to innovate and develop goods, processes or services which have wide market potential

Crucial for value creation in healthcare is thus a focus on

- The patients' needs and main patient types
- The interlinked challenges for the providing organizations (or the areas wherein there lies a solution opportunity), and
- Ways to get the total costs down for the entire community

Value-Based healthcare: better outcomes, same or lower cost

Key challenge to
Health systems:

Increasing value of
Health care delivery

Value

Health Outcomes that matter to patients

Cost of delivering those outcomes



And what about disruptive innovation?

Disruptive health innovation must seek to increase value for patient outcomes and decrease the overall cost for the provider

- a combination of a new service, functionality or performance making a difference to the customer
- a disruptive business model selling the solution in a different way to a different customer
- a value chain network offering a proactive patient alternative to hospitals

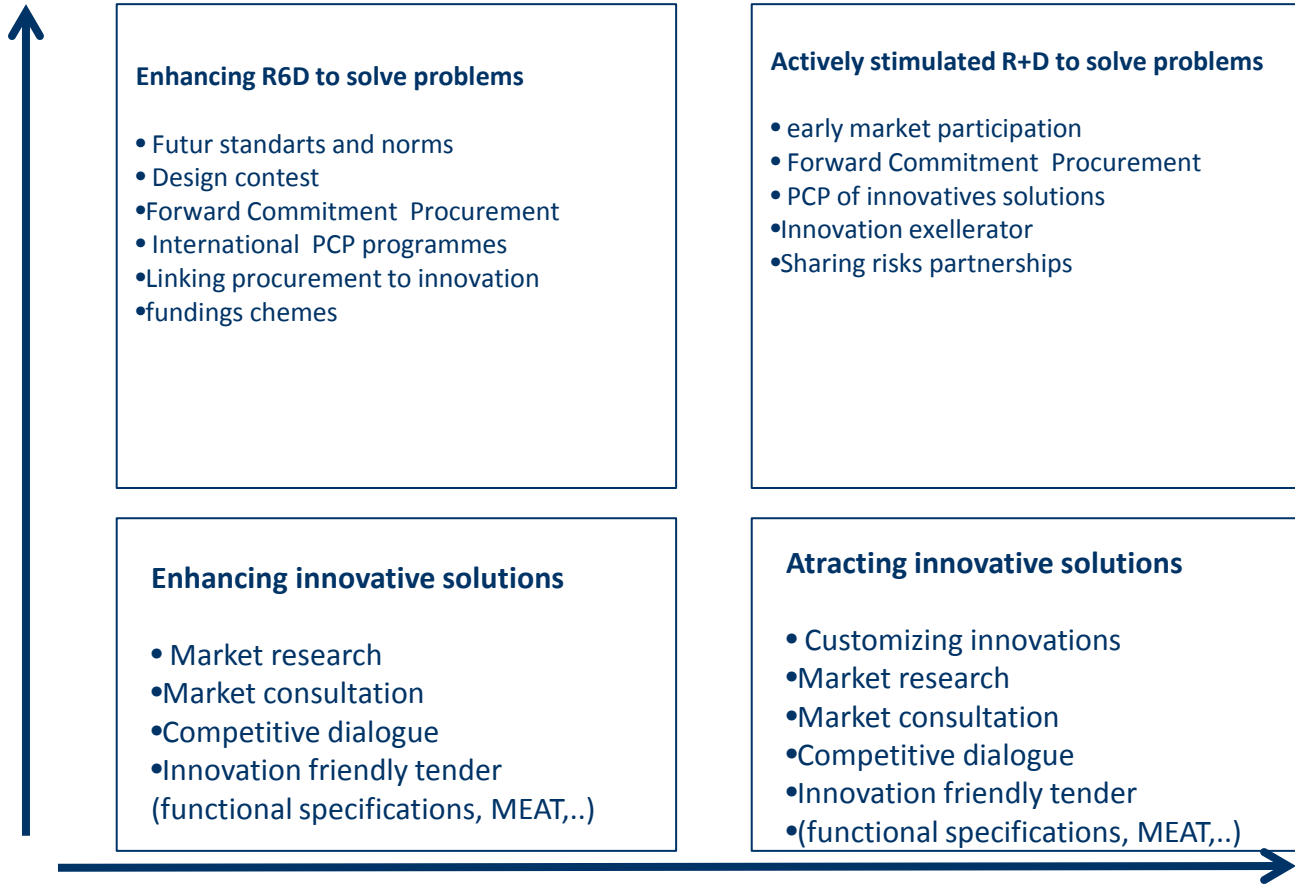
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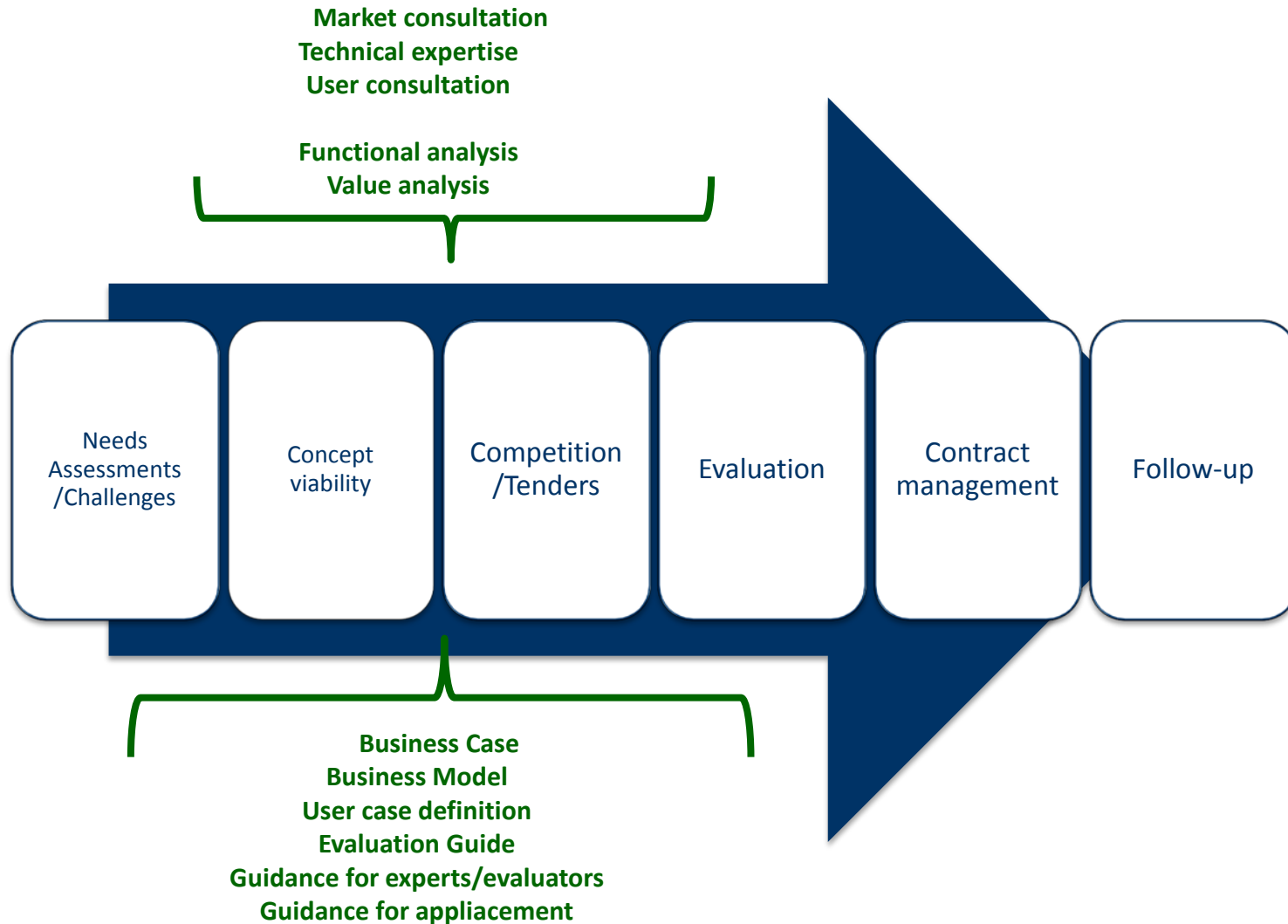
Innovation procurement instruments

Development required



Influence customer on the market (Buying Power)

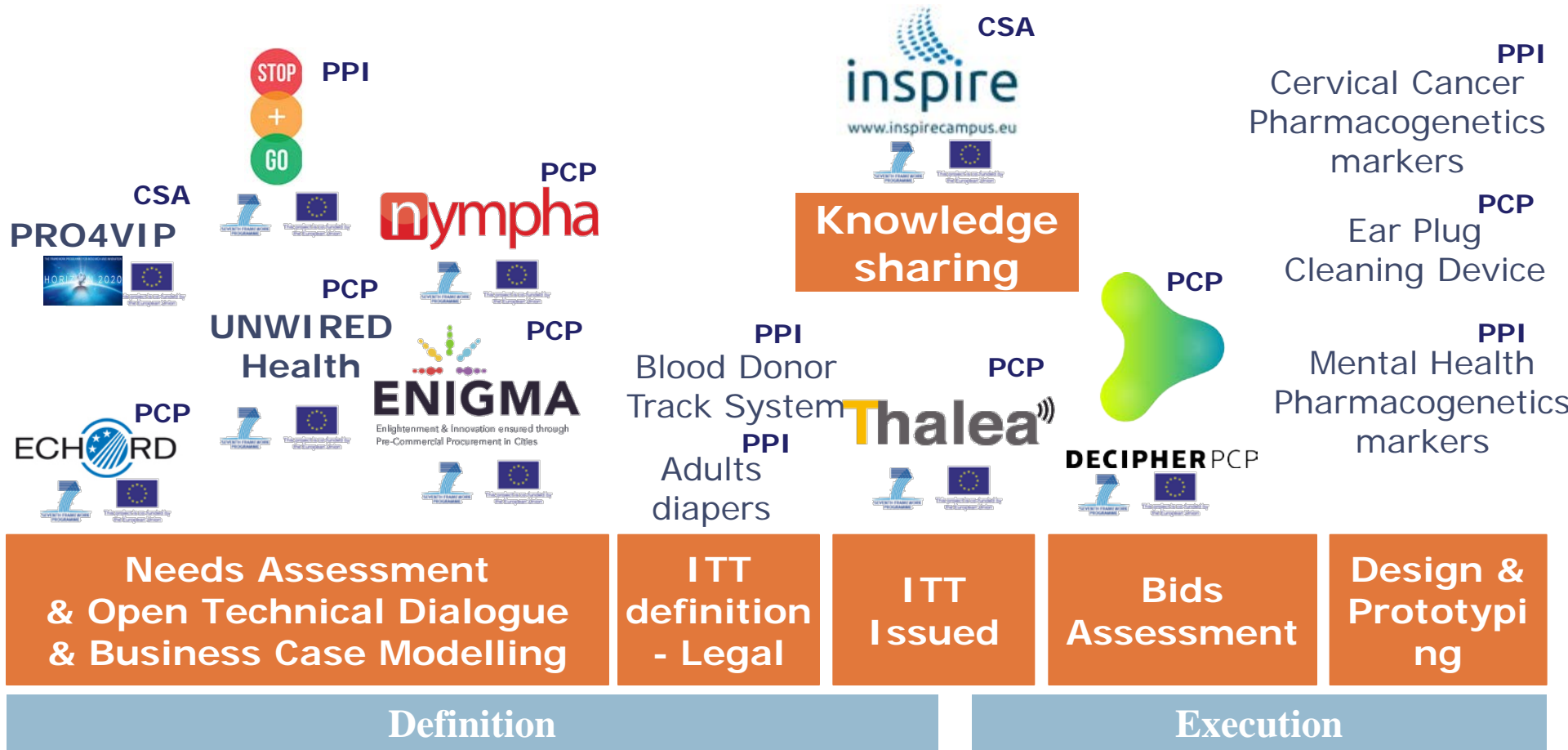
The five stages of the model



Some examples

- Support in the design of the PPI tender to procure an innovative automatic system for the storage, management and dispensing of drugs and medicines
- Support in the design of the PPI tender to procure an innovative system aimed to diagnose an **endometric** cancer in case of patients affected by '**metorragia**' and already in post **menopausic** age and to be used in primary care
- PPI tender to procure innovative **pharmaco**-genetics testing services aimed to treat severe mental diseases
- PPI tender to procure innovative solutions to treat the sleep disorder by means of continued positive pressure to the aerial route

AQuAS – Key Experience & Strengths – Some PCP and PPI projects



Lessons learned (I)

Innovative procurement is a **Co-creation process** requiring a **Cultural Change**

New
approach

Provider – Procurer interaction

Preserving procurement principles

Multidimensional procurement Team

Open specification of tender:

Define the Needs and Boundaries instead of Requirements

Payment based on results

Procurers - clarify which are the expected outputs and outcomes

Providers will procure outcomes instead of solutions!

Open Market Consultation

Is an essential part of the Co-creation process

New
activities

Functional analysis of Needs

Develop outcome-based service specifications

*with **clear built** in key performance indicators (KPIs)*

Data collection and outputs measurement!

Lessons learned (II)

- Results in PPI projects are tangible and will change service delivery for end-users
- Evaluating impact requires a long term plan with assessment at different stages:
 - *Ex-ante (previous)*
 - *During deployment (pay on results)*
 - *Post (after implementation)*
- PPI deploying services must have different approach
In particular for PPI on services,
 - *interaction with citizens is key. So cultural issues are important.*
 - *Procurers background (technological and organizational) maybe very different.*

Lessons learned (III)

Continuation of a PCP

- (Example: Thalea2)
- Easier to create a strong consortia with aligned needs
- *Based on the previous project partners.*
- Preparation phase may be shorter

- More focus on execution
- *Deployment and evaluation*

- Joint procurement is more feasible

Other PPI

- (Example: STOPandGO)
- More difficulties to create and manage the consortia partners
- *Strong leadership is required*
- Preparation phase requires more resources
- *Mutual learning, needs alignment for common specifications, Open Market consultation conduction*
- Execution phase may be affected
- *Less time for deployment and results assessment*
- PPI deploying services require flexible common specifications and evaluation
- *Proximity to end-users is key*

Lessons learned (IV)

Top-down engagement.

Decision makers must be engaged!

Political issues may affect procurement plans

Electoral cycle (with elections every 4 years) may affect procurements!

Attract operational entities in contact with end-users (hospitals, primary care, social care ...)

They are less affected by political turbulences
and mission is to be efficient delivering the best services to end-users and know their needs!

Build and coordinate a strong consortia is key

Promote the creation networks of public procurers and knowledge partners to work on joint road-maps, and ideas for future proposals. They should introduce new procurers in the call.

Open Market Consultation activities

Some local policies do not allow contact procurement-market during the procurement process!

Outcome based specifications

Identify the Key Performance Indicators for innovative services is difficult

Execution must be long enough to evaluate results

Potential target groups for PPI

Service providers with mid-term plans to improve their efficiency
innovating their service portfolio

either

Redefining actual services

Introducing new services

How to reach potential applicants?

- ✓ Fostering networks of procurers
- ✓ Promoting the introduction of new procurers in PPI projects

Benefits and effectiveness of such funding

- ✓ Innovation reach end-users
- ✓ Multiregional approach should benefit effectiveness of results

That's all folks !!!!!

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