Platform for Innovation of Procurement and Procurement of Innovation

Deliverable 1.7 Project Summary Report (5)

PiPPi

GA No 826157

November 30th 2021

Content

1. Project Summary report 1.3-1.6 – background and conclusions

The first 4 progress reports D 1.3-D1.6 showed the continues impact of the COVID-19 situation on the project, its activities, and the beneficiaries, as well as the progress of the project, and identified the changes needed to manage the situation. Especially the necessary reduction in physical meetings with stakeholders and instead a transitioning towards virtual interactions.
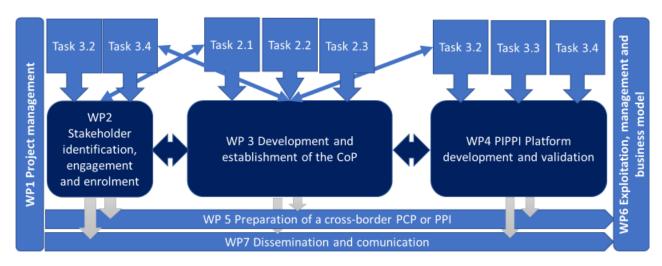
Since the submission of D1.6 in April 2021 the overall focus has been on risk management and continuing efforts of the improve the format of virtual interactions with various stakeholder groups, while the project has moved to increased activities on tangible engagement with stakeholders and onboarding of CoP members, with the pre-launch of the CoP platform.

In parallel an intensified focus on concluding detailing the business plan, the operation plan, governance post project preparation and next development step post project end.

A significant effort from all partners during this period has also been spent on finalizing the amendment; including the documentation provided to the PO and review board on Jan 15th and revised documents with full documentation on April 9th, finalized and in effect on Nov 8th 2021.

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2. Major activities, accomplishments & decisions made - WP and WP leader

Pert chart illustrating the relations between the WPs and tasks

WP1 Project Management – SLL (Delegated to Karolinska University Hospital, K)
During the period covered by D1.7 (May-November 2021) WP1-Project Management has mainly focused on managing the impact of the pandemic and the adjustments of the project in line with the proposed amendment that was submitted in April.

The weekly/bi-weekly status and progress meetings with each WP (leader) have continued and the regular bi-weekly full team meetings (Wednesday 10:30-12:00) have been accompanied by bi-weekly focused work meetings, allowing for particular topics and issues to be handled on the dates when the regular bi-weekly Wednesday meetings are not held. This has allowed the manager/all participants to invite all/parts of the project team to focus on various topics as well as continuing the bi-weekly meeting where the whole team discuss general progress, monitoring of gaps, risks and expectation to reach sought objectives and impact.

Intensified focus and work efforts have been spent on preparing and planning for the governance of the PiPPi CoP post project with EUHA and the partners of the Consortium. At this point in time the majority of this work is to validate and discuss the business and operating plans, in the context with/of a governance body as well as validating operational roles and so on.

Please see appendix 1 and 2 for overview of the time and activity plan as well as the submitted deliverables during this period.

Identification and report on concerns
The pandemic is still continuously affecting the partners as well as society and the stakeholder community as whole, in various ways and additional work, and back-up methods has been identified as needed to ensure sought SH engagement and impact in all interaction activities cross the board. There is no expectation that this will be less demanding during the final part of the project.
The possibility of a physical team meeting has been investigated a few times, to boost and enable team work, exchange, and collaboration, but has been deemed not possible due to

ongoing pandemic.

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WP2 Stakeholder identification, engagement and enrolment - ICS-HUVH
During the period, WP2 has presented D2.1, which established the identification of the different stakeholders in clusters and subclusters considering their need, barriers, and facilitators. This enabled the drawing of a map that allows for the understanding of the value proposition of each role and purpose within the CoP.

The analysis of stakeholders was developed through surveys and workshops in local sites that allowed gathering information and feedback around their needs and expectations regarding PiPPi. The execution of T2.1 – "*Define and map the stakeholders & detail their relevant scope and role*" and task 2.2 – "*Engagement and monitoring of knowledge builders*" allowed the engagement activities to take place, taking into account the readaptation of the plan due to COVID19.

Regarding Task 2.3 "*Define an appropriate involvement of patients/citizens in all stages of the project*", the Citizen and Patients Advisory Group was recruited with an open call to collaborate in the project, with a good representation from patients from Spain, Portugal, Italy, Sweden, Austria and France. The open call had 21 proposals to finally recruited 12 members after a process of validation. Two general meetings have been held with members of the PCAG to introduce them to the project. Moreover, they have been invited to participate in the webinars regarding the challenge that is taking place, to openly participate in the discussions and debates that were taking place, while a more elaborate programme allowed them to present themselves and the PCAG in a webinar designed to understand the role of patients. They've also helped with the validation of the webpage, first by participating in an informative workshop where the beta version was presented to them to gather their feedback, and also by participating in the initial workshops designed to introduce the PiPPi members to the first version of the platform.

A plan has been prepared to engage with the CPAG so they can work in the validation of what we are willing to achieve with PiPPi and to propose how the active engagement of patients has to interact with the CoP, in the challenge and in the patient driven initiatives. This plan is pending validation to set up the different working groups of the CPAG from now until the end of the project. The level of engagement and know-how from the CPAG is quite high, and they will have the objective to analyse how less experienced patients and citizens must be taken into account to have a representation of their needs They also have the task to think on how the regular citizen could be addressed to become part of the community.

A special workshop for the PCAG will take place for the members to engage in the role use of the PiPPi platform to develop a patient driven challenge. Also CPAG members will validate usability of the platform in special workshops coordinated together with WP4.

A recruitment strategy has been coordinated along with WP3 to deliver local workshops within the consortium institutions to allow the local stakeholders to test the platform and start using it. Moreover, more open events will allow the lessons learned from the local workshops to engage in future events during the beta phase of the platform.

Identification and report on concerns
Actively recruiting stakeholders and validating hypothesis on value proposition – is now the next step to be intensified. It will provide testing the functionalities and engagement within the CoP. Establishing along with WP3, WP4, WP6 and WP7 the alignment of the value proposition and the generation of lead magnet contents that will attract new users per each

stakeholder group. Possible lack of interaction and results, mainly due to the stress of Covid related effects (accumulated patient care and exhausted staff), can lead to disengagement of CoP member and less recruitment rate. Mitigation actions are discussed and shared in a bi-weekly setting.

The list of original (signed up before the platform was available) CoP members that are yet not included in the platform. They must be invited in the local sites or EU wide events to onboard them in the platform.

WP3 Development and establishment of the CoP - SLL

The definition and development have taken place during 2021 through several collaborative actions that have been implemented to link the different work packages, in an alignment process. The process has helped the communication and coordination of each task, whilst taking into consideration the elements being discussed in the conception of the community. This was developed under the deliverable D3.2, Report on final conclusions to be used in WP5 (CoP framework), with the aim of the defining the implications from the CoP functionalities and definitions, to be used throughout the definition of the challenge in WP5. In this aspect, the lessons learned from the PiPPi Unmet Need Journey were identified to establish the first version of the main process of the CoP, including a set of tools and templates that can be of assistance for the members engaged in such project. The process, tools and templates will be evaluated and go through a revalidation.

During this process the CoP definition to complete D3.2, a first draft of D3.3 was also developed, as it concerns a more general definition of the CoP, which allowed many concepts that would influence other work packages to be defined, and not just the ones in D3.2. This meant that many elements regarding the way the CoP is supposed to function once we able to integrate within the PiPPi web and platform. Roles were defined to establish the profiles that each stakeholder has within the CoP to access the functionalities that would allow each stakeholder to add value to the co-creation process. This helped WP4 in the definition of the functionalities and mapping the CoP goals with the functionalities in this first stage. Onboarding processes were defined to allow new users to understand the PiPPi CoP, the platform, and how to engage with a challenge.

In D3.2 a charter was developed to express the purpose of the CoP, the engagement mechanisms, the resources, value propositions, etc. Also, the values, mission and the vision of PiPPi CoP were revised in a workshop, with further need to define the vision. This exercise helped the alignment of the consortium members in a common understanding of the inception and development of the community. This was an important exercise to further open this work to new members of the CoP. With the pre-launch of the platform the possibility of explaining elements of the CoP is now available in a public web www.pippi-platform.eu where the PiPPi process has been described. The tools and elements in each phase have also been introduced here to help the understanding at each step, and to have a place to come back to in case further aid is needed. A webinar showcasing the PiPPi platform pre-launch was used to explain the entire process of the unmet need journey described now in the webpage, and also a walk through the platform was set in place to allow the members to take a look at the platform. Two further workshops were developed to show a real PCP case to simulate the use of the PiPPi platform and help the understanding on how it can be used. A second workshop allowed users to try the platform with the guidance of WP3 members to explain and engage the collative process using the functionalities developed.

The coordination and definition of templates to engage locally the stakeholders within each of the institutions has also been coordinated by WP3 in order to have a common use of tools that can help the adoption of PiPPi. This has also been coordinated along with WP2 engagement plan. Lessons learned are now being implemented in an ongoing process to improve the value within the CoP and identifying the ways in which the members improve this value. WP3 has also been integrating the communication elements to be defined by WP7 and the organizational elements influencing WP6 to establish the operating model and sustainability of our community.

A Consortium wide coordinated enroll- and engagement series of efforts to grow the user number have been kicked off. These efforts are coordinated and followed up by WP3 on a bi-weekly base, executed at all sites and play a significant part in validating and providing feedback on for example value proposition, functionalities, operational model.

Identification and report on concerns
The efforts described above are expected to provide validation and guidance on the following. It will be closely monitored, and adjustments put in place as identified.
- Validation of the value proposition and usability of the platform
- Aligning the onboarding efforts within the consortium institutions.
- Generate contents/elements that visualize the efforts developed in the PiPPi deliverables.
- Aligning the EU strategy through the PiPPi CoP usage and providing operative cases with the onboarding experiences of our consortium institutions.

WP4 PIPPI platform development and validation – OSR
In the context of WP4, from May to October 2021, OSR activities were oriented into three different areas:
1) The refinement of the requirements of the PiPPi technical platform and alignment with the CoP process framework.
2) The definition of the Service Agreement for the PiPPi technical platform with the selected external provider,
3) The development of PiPPi technical platform, collaboration with the developers and testing of the features of the platform.

Regarding the first point, the agreed PiPPi Platform user requirements were fine-tuned with the collaboration of WP2/3/4/6 to be aligned with the living evolution of the CoP framework, in order to gain a common view to discuss with the external provider. This process keeps ongoing at the moment of writing. WP4 through weekly meetings with VdH, KS, KCH, AQuAS mapped the structure of the CoP process and study how it matches with PiPPi Technical Platform, this task is still in progress. At the same time, WP4 collaborated with the PiPPi platform selected provider to define the technical aspects of the work to be implemented in order to prepare the Technical Annex to the Service Agreement. The corresponding outcomes were shared, almost on a weekly basis, with a specific Core Working Group of partners (representative of WP2/3/5/6/7) to collect feedback and agree upon them. The Core Working Group was then enlarged to a representative per Partner when it came to the definition, discussion, and agreement on the strategic aspects of the Service Agreement, like the deliveries, the service level agreements, and the IPR. Thanks to this iterative and shared approach, the Consortium had the chance to follow the entirety of the Service

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Agreement negotiation and to be involved in the crucial passages.
The PiPPi Platform consists of two different parts, interconnected between each other: The PiPPi Web and Share & Innovate. To develop PiPPi web and prepare its content, a weekly meeting with the coordination of WP4 and the participation of representatives of every WP is organized. This working group accomplished its task for the pre-launch of PiPPi Platform (21st of October).

Regarding the Share & Innovate part, based on the release calendar agreed with the external provider, the WP4 team tested the different bunches of features, reported the problems, and collaborated with the provider to resolve the issues encountered (if any). WP4 also organized Demo sessions presented by the developer to introduce the technical platform to all consortium members, to collect their feedback and answer the questions. This task is still in progress.WP4 designed testing sessions of the PiPPi Platform through some tasks and asked each partner to test the technical platform functionalities with their internal stakeholders and were asked to note the feedback. Then the WP4 analyzed the data and reported to the developers to do modifications to the functionalities and fix the bugs.

Identification and report on concerns
Ensuring reaching to the external stakeholders for the validation of the platform and usability testing.

WP5 Preparation for execution of a cross- border PCP – SLL

During the last six months the WP5 have delivered D5.2 'Digital challenge interest and intelligence report' highlighting interest and concerns from several stakeholders surrounding the digital challenge defined in the D5.1 report. The objective of the report was to gather insights on why the challenge would be interesting and relevant for different stakeholders as well as identify the main obstacles or areas of attention in developing such a solution. Also the D5.3 'Project plan template' has been submitted,

The template was developed following the analysis of existing project management templates within the PiPPi consortium specific for "innovation procurement" projects. The conclusion from this being that no single template existed, thus the decision was taken to develop a template based on existing "standard" project management (PM) templates and adjust this for "innovation procurement" (for more details see appendix 3).

WP5 has also been engaging in the further detailing of the Pilot Challenge: 'Continuous monitoring and early detection of deterioration of patients along the care path – within as well as outside of the hospital', based on both input from the external stakeholder engagement during the spring WSs, but also from further discussions with the clinical need-owners. The scope of the challenge has been focused more on data analysis and development of advanced AI-support from the monitoring devices with a focus on cardiac conditions like atrial fibrillation, heart failure, and sudden cardiac death. The WP5 has also started using the technical platform for the sharing of the challenge between the PiPPi partners, testing the functionalities of the platform, for initial sharing, giving feed-back and updating and further detailing the challenge. Currently three PiPPi partners are engaged in the pilot challenge, and additional clinical partners are being invited. In addition to this initial pilot challenge there has been activities looking at additional challenges to share through the PiPPi platform.

Identification and report on concerns

We would like to highlight a change in submission plans for the deliverable D5.5 'A publication/report on the feasibility of the PIPPI core set of outcomes', with an original submission date of 30th of Nov 2021. It has become apparent that the shift in timelines due to Covid will also affect the D5.5, which we initially thought could be submitted at the original time. The main reason is the fact that D5.5 is dependent on the further progression of the pilot challenge which was affected by the Covid soft-stop . We would thus like to change submission date to May15th 2022.

WP6 Development of the business model, business plan and operating model - ICS-HUVH

During the period, the development of the *business model* and its local adaptations have been finished. It has been identified the stakeholders that participate in PIPPI's value creation process and different types of services are offered throughout the PIPPI web-platform (PIPPI Community, Training Site, Share & Innovate and Advice/Support tool). Works on the *business plan* is on-going and it is estimated to be finalized (1st version) at the end of November.

Regarding the development of the *operating model;* a first approximation to the general structure and specific components of the operating model has been created. Several options on the different components have been shared and further work on determining our structure it is needed to finish the operating model.

The business model, business plan and operating model have all been updated and coordinated with the development in WP3 definition of the CoP and WP4 on the platform definition. The business and the operating model was created after several workshops delivered to understand the value proposition and the analysis of the different manners in which the CoP may function after the lifetime of the project. Moreover, works on the creation of the sustainability plan are on-going to deliver the plan and be able to test and validate it in the last period of the project.

The relevant tasks to sustain the CoP have been identified by describing the activities that will enable the engagement and administration of the CoP to warranty an active engagement of its members. This has also been worked out iteratively taking into account the interviews, surveys and workshops of the different participants, and the ongoing discussion and alignment with WP2, WP3, WP4, WP5, WP6 and WP7.

In the current state the scenarios on the possible alternatives for the operating model to keep moving forward have been taken into account along with the presentation and alignment with EUHA. This alignment most be develop in parallel as some key elements regarding the services are already in place, while others may need some further evaluation.

Identification and report on concerns

The following risks and concerns are continuously being monitored:
- The challenge to manage the uncertainties of actual growth of the platform and validation of the community value.
- Managing the decision on the key elements for the life after the project.
- The funding decision on the HoPInN(s), Holistic Procurement of Innovation

Network(s) proposal for a EU call that has been designed as a continuation and enlargement of the community that has been formed in PiPPi, and that will allow new networks to join a common goal towards further mainstreaming procurement of innovation and allowing less experience procurers and decision makers to embark into using this vehicle with the proper PiPPi guidance.
- Ensuring updating of the value proposition and then, services offered (long-term run), which have been identified and planned for but will be difficult to validate in real operations during the project time.
The risk of achieving a critical mass of stakeholders' goals/ needs created within the CoP/platform

WP7 Dissemination and Communication – MUW

From May to November 2021, WP7 activities have been primarily focused on the development of:
- communication and outreach materials, including messaging, marketing, and advertising
- website layout and content generation
- development of the communication business plan
- a second series of webinars which dealt with COVID as an unmet need as well as the "PIPPI journey" (how to use it, what it does for you – similar to a launch campaign).

At each webinar, internal and external guest speakers have presented, and the audiences have actively engaged in the panel discussions. Webinars have been recorded and hosted on the PiPPi YouTube channel.

WP7 continues to work closely with WP2 on stakeholder outreach and tracking. Collaboration with WP5 has also increased during this period, with close work together on several webinars. Follow-up workshops are also planned with WP5 as an extension of the webinar presentations.

Planning for the CoP has started in this period and roles/capabilities have been identified and described. One of these roles will be a communication and marketing manager. Task for these roles have been discussed with the other project partners and outlined.

During the reporting period, project beneficiaries have been actively involved in the content planning & production of PIPPI webinars and actively disseminated and promoted the PIPPI webinars in their local network.

Identification and report on concerns
No issue has been raised during the reporting period.

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APPENDIX 1: Detailed time plan for the period covered by the report

WP	Tasks	Start Date	End Date	Duration	Status	maj-21	jun-21	jul-21	aug-21	sep-21	okt-21	nov-21
1	**Project management**											
1.1	Administrative and financial coordination of the consortium	1/12 2018	31/05 2022	42	Pending							
1.2	Daily management and control	1/12 2018	31/05 2022	42	Pending							
1.3	Data Management & ethics	1/12 2018	31/05 2022	42	Pending							
2	**Stakeholder identification, engagement and enrolment**											
2.1	Define and map the stakeholders & detail their relevant scope and role	1/12 2018	31/05/2022	42	Pending							
2.2	Engagement & monitoring of knowledge builders	1/12 2018	31/05/2022	42	Pending							
2.3	Define an appropriate involvement of patients/citizens	1/2 2019	31/05 2022	32	Pending							
3	**Development and establishment of the CoP**											
3.1	Collecting and analysing lessons learned from existing toolbox /knowledge developers	1/12 2018	30/11/2020	24	Completed							
3.2	Identify and define a common framework for an effective sustainable cross-border CoP	1/8 2019	16/04 2021	29	Pending							
3.3	Establish the processes, formats and continuous development for the cross-border CoP	1/2 2021	31/05 2022	34	Pending							
3.4	Development and evaluation of new business models	1/2 2021	31/5 2022	16	Pending							
3.5	Conclusion of preparation for execution of WP5	1/6 2020	31/5 2022	24	Pending							
4	**PIPPI platform development and validation**											
4.1	Inventory of models/technologies for EU procurers	1/12 2018	31/5 2019	6	Ongoing							
4.2	PIPPI Platform system requirements elicitation	1/12 2018	30/09 2021	34	Pending							
4.3	Technical development of the PIPPI platform	1/1 2020	30/11 2021	23	Pending							
4.4	Platform testing & validation through a cross-border PCP	1/12 2020	31/05 2022	30	Pending							
5	**Preparation for execution of a cross-border PCP**											
5.1	Identify clinical and patient needs and demand	1/12 2018	31/05 2022	42	completed							
5.2	Define interest and opportunities with supply side/ HC payers	1/11 2019	30/4 2021	40	Pending							
5.3	Feasibility study and preparation of a cross-border PCP or PPI	1/9 2020	31/5 2022	16	Pending							
6	**Development of the business model, business plan and operating model**											
6.1	Development and adaptation of Business Model (BM)	1/6 2019	31/05/2022	36	Pending							
6.2	Development of operating model for PIPPI	1/11 2019	31/05/2022	31	Pending							
6.3	Development of a business plan	1/9 2021	31/05/2022	9	Pending							
7	**Dissemination and Communication**											
7.1	Develop a dissemination and communication plan including a knowledge portal/project website	1/12 2018	31/05 2022	42	Pending							
7.2	Dissemination and communication with stakeholders	1/6 2019	31/05 2022	36	Pending							
7.3	Communication and promotion of the PIPPI project and its results	1/12 2018	31/05 2022	42	Pending							
7.4	Scaling down	1/11 2020	31/05 2022	19	Pending							
8	**Ethics**											
NA	Ethics	1/12 2018	31/05 2022	42	Pending							

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APPENDIX 2: Submitted deliverables during the period April – November 2021

*Note: being submitted is to be read being submitted during Nov 29th-30th 2021

WP No	Del Rel. No	Title	Lead Beneficiary	Nature	Dissemination Level	Est. Del. Date (annex I)	Rev. Due Date	Receipt Date	Status
WP1	D1.7	Project summary report 5	SLL	Report	Public	30 Nov 2021		Being submitted	Pending
WP2	D2.1	Report on stakeholder identities and role	ICS-HUVH	Report	Public	30 Nov 2021		17 Jun 2021	Submitted
WP4	D4.2	Report on the PIPPI platform system requirement	OSR	Report	Public	30 Sep 2021		01 Oct 2021	Submitted
WP4	D4.3	Instruction/ manual on platform use	OSR	Websites,	Public	30 Nov 2021		Being submitted	Pending
WP5	D5.3	A project plan for a cross-border PCP or PPI	ERASMUS	Report	Public	30 Jun 2021		06 Oct 2021	Submitted
WP5	D5.5	A publication/ report on the feasibility of the PIPPI core set of outcomes	MUW	Report	Public	30 Nov 2021	Suggested - to be approved by PO	Delayed	Pending
WP6	D6.2	Local adaptations (variations) of the business model	ICS-HUVH	Websites,	Confidentia	30 Sep 2021		03 Oct 2021	Submitted
WP6	D6.7	Report 2 from workshops	ICS-HUVH	Report	Public	30 Sep 2021		03 Oct 2021	Submitted
WP6	D6.9	Exploitation plan for after the project	ICS-HUVH	Websites,	Public	30 Nov 2021		Being completed	Pending

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APPENDIX 3: WP5 – D5.2 – Digital challenge interest and intelligence report

In July 2021 an interest and intelligence report was submitted, highlighting interest and concerns from several stakeholders surrounding the digital challenge defined in the D5.1 report. The objective of the report was to gather insights on why the challenge would be interesting and relevant for different stakeholders as well as identify the main obstacles or areas of attention in developing such a solution.

From the findings in the report, it could be concluded that there is broad interest in solving the challenge. Clinicians highlight that solutions can positively impact patient health outcomes. Especially if the solutions enable monitoring and patient engagement across different hospital departments (including the general ward) as well as outside of the hospital walls, e.g., in the home situation. Patients also expected positive results and expressed the desire to be more able to do more self-care. Industry representatives and other external experts concluded that the current technology in the market and physical infrastructure at healthcare institutions can provide sufficient opportunities for successfully developing solutions to the challenge. However, some difficulties were expected if the solution has to be applicable across units and institutions. Nevertheless, whether hospitals possess enough organizational readiness has to be assessed further. Furthermore, the willingness of hospital boards to invest in a solution is not yet clear.

A combination of methods was used to collect the data for this interest and intelligence report and arrive at the above described conclusions. In order to gauge the level of interest in solving this challenge from providers (clinicians), patients and industry data was collected from bilateral talks, group meetings, webinars, and questionnaires. Insights from experts were collected in bilateral talks and group meetings. A distinction can be made between an "interactive" first phase of data collection, and a more "formal" second phase.

Data sources in the first phase included workshops organized by PiPPi, the PiPPi monthly webinars, and bilateral exchanges with clinicians (mostly from PiPPi partner hospitals). Of specific interest was the PiPPi market engagement meeting organized on 28 April 2021, with recorded discussions in five breakout rooms. Each breakout room hosted a mix of stakeholders, including patient representatives, industry representatives, clinicians, and experts in the area of IT or innovation. Registrations for this workshop included 11 patient reps, 10 industry reps, 6 clinicians, and 8 experts. Prior to this workshop, a short survey was sent to registrants, resulting in 7 responses from patients or patient reps, 3 industry reps, and 1 clinician. This was followed up with a survey in the second phase, which was sent to clinicians and industry via the PiPPi partners. This resulted in 12 responses from clinicians, and 17 responses from industry.

WP5 – D5.3 Project plan template
For Task 5.3 a generic project plan template has been delivered on 9th July 2021. For the contents we refer to the submitted document in the portal.
The contents is a result of several activities taken in April, May and June 2021 (lead and taken by Erasmus MC (Maarten Timmermann)):

- Analysis of existing project management templates within PiPPi consortium specific for "innovation procurement" projects. Conclusion being no single template existed;
- Decision taken to develop template based on existing "standard" project management (PM) templates and adjust this for "innovation procurement";
- Development of generic project plan for "innovation procurement":
  - PM templates were gathered from Erasmus MC internal Project Management Office and internal Consulting team, interview conducted with senior project leader and "standard" deemed appropriate as basis
  - Interviews conducted with 2 innovation experts from Karolinska and 1 strategic buyer who was involved in a European cross-border PCP (Nightingale), to capture key specifics for PCP/PPI projects
  - First sketch/concept project template made
  - Lessons learned interviews within PiPPi consortium (Karolinska, Gen.Cat, King's) on earlier innovation procurement projects
  - Interview with director of procurement (Erasmus MC) on lessons learned (on earlier innovation procurement within Erasmus MC: beds-as-service and robotic bedwashing facility)
  - Working session with 2 senior procurement manager from Stockholm Region procurement on experiences and concept project plan in particular
  - Revision of concept
  - Check with PiPPi team on completeness and sense-check
  - Request formal review and integration of revisions as deemed necessary by formal reviewers (SLL, Gen. Cat. UMC Vienna)
  - Finalization of project plan (for submission)
  - Delivery to coordinator (SLL) for upload/final submission to the EC

The final version was ready on the due date 30 June 2021 but took 1 more week for internal review by SLL, Gen.Cat. and Vienna.