



Platform for Innovation of Procurement
and Procurement of Innovation

D6.7 Report 2 from workshops

PiPPi

GA No 826157

September 2021

Table of content

1. Purpose of document	3
2. Objectives of the activities carried out	3
3. Development of the activities	4
3.1. Operating Model Questionnaire	4
3.2. Individual and group interviews	4
4. Results	7
4.1. Operating Model Questionnaire	7
4.2. Individual and group interviews	11
Appendix 1. Operating Model Questionnaire	15
Appendix 2. Interview script	22
Appendix 3. Interview presentation.....	25



1. Purpose of document

The purpose of this document is to present the objectives, methodology and results of the co-creation activities carried out with the stakeholders of the PIPPI platform during May and June 2021.

According to the initial planning of the PIPPI project, the partners of the project were expected to celebrate a workshop to define the operating model of the PIPPI platform. However, the detailed level of information needed from each of the PIPPI partners, made the leaders of WP6 "Business model, plan and operating model" to decide substituting the workshop for two different activities: a questionnaire and interviews (individual and group) to different project partners. Thus, an Operating Model Questionnaire was designed to get information about how the different partners visualised the Operating Model and validate the Operating Model Proposal. This questionnaire was shared with all the PIPPI project partners in order to obtain their responses. On the other hand, interviews with different representatives of the partner Hospitals were done to identify possible Local Adaptations of the Business Model.

This series of activities were held within the framework of WP6 "Business model, plan and operating model" which focuses to ensure the sustainability of the PIPPI platform.

The structure of the document is as follows: first of all, a description of the objectives of the activities is done in [Section 2](#). The next section, [Section 3](#), describes the methodology and tools employed in each of the activities, as well as the agenda of the interviews and the list of the participants of the questionnaires. Finally, the main results and conclusions of both activities are described in [Section 4](#).

Finally, the document includes three appendixes, [Appendix 1](#) describes all the questions included in the Operating Model Questionnaire, [Appendix 2](#) shows the script used for the different interviews in order to develop the Local Adaptations of the Business Model and [Appendix 3](#) shows the presentation also used as support documentation in the interviews.

2. Objectives of the activities carried out

The main objective of the questionnaire is to get the information needed to define a first proposal of the Operating Model. This main objective can be divided in different specific objectives:

O1. Define the value-added services catalogue.



- O2. Specify how those services will be provided and operated.
- O3. Define the recruitment model.
- O4. Establish the alliance network
- O5. Determine the different aspects of the strategy and governance
- O6. Describe the organization and ways of financing

On the other hand, the main objective of the individual and group interviews to the different partners of the project is to identify the local adaptations of the BM of the PIPPI platform.

3. Development of the activities

3.1. Operating Model Questionnaire

In order to validate the *D6.3 Operating Model Proposal* included in WP6 of the PIPPI Project, one questionnaire was sent to all the project partners. The questionnaire includes questions related to the different elements of the PIPPI's Business and Operating Models, as well as questions related to different business model scenarios proposed, in order to reach a consensus about the scenario that best fits PIPPI platform objectives and sustainability. Finally, the questionnaire includes some questions aimed at identifying local adaptations that will be needed on the different platform nodes.

The topics covered in the questionnaire (most of them related with different components of the BM canvas) are all included and explained in deliverable *D6.1 - Overall (EU level) business model*.

[Appendix 1](#) contains the Operating Model Questionnaire delivered to the different stakeholders.

3.2. Individual and group interviews

In order to identify specific needs and generate the different variations of the business model, several interviews to the project partners of the PIPPI project were carried out. These interviews allowed to collect and understand different particularities of the BM, taking into account aspects such as legal, cultural or economic issues that can differ in each region.

Thus, a series of interviews were organized with the different institutions in order to gather the information needed to develop the local adaptations of the BM. In this regard, virtual meetings were organized with different members of the consortium partners, including at



least one member of the PIPPI project team and one member of the business area of the corresponding institution.

The different interviews carried out are listed below, including the date and participants of the virtual meetings:

- **King's College Hospital NHS** on Tuesday 4th May 2021 15.00pm:
 - Iain Wood, Senior Project Manager
- **Agencia de Qualitat i Avaluació Sanitàries de Catalunya & Hospital Universitari Vall d'Hebron** on Wednesday 5th May 2021 15.30pm:
 - Angela Ibarra Beteta, Administrative technician (HUVH)
 - Eva Aurin, Head of Innovation & eHealth (HUVH)
 - Idoya Laguardia Garcia, Management technician (HUVH)
 - Rossana Alessandrello, Value Based Procurement Director (AQuAS)
 - Sonia Cortés García, Director of financial resources (HUVH)
 - Victoria Valls, Innovation Project Manager (HUVH)
- **Helsingin Ja Uudenmaan Sairaanhoidopiirin Kuntayhtymä** on Friday 7th May 2021 10am:
 - Ikävalko Suzan, Senior Research & Innovation Manager
 - Juuma Riikka, Development Manager
 - Kahri Pekka, Technology Officer
 - Minerva Rantaniska, Project Manager
 - Päivinen Tuomas, Project Manager
- **Erasmus Universitair Medisch Centrum Rotterdam** on Tuesday 11th May 2021 16pm:
 - Maarten Timmermann, Strategic Buyer
 - Nathalie Popken, Senior Business Development Manager Care Innovations



[6]

- **Karolinska University Hospital** on Tuesday 25th May 2021 15pm:
 - Johan Nicolin, Head of Big Data and Analytics Department
 - Martina Ahlberg, Project Coordinator
 - Peter Håkansson, Head of Development and Governance
 - Tomas Borgegård, Innovation Manager

- **Medizinische Universitaet Wien** on Wednesday 26th May 2021 13pm:
 - Tanja Stamm, Head of Section for Outcomes Research
 - M. Renn Andrews, Public Procurement and Digital Health

All these interviews were performed using different video-communication services, such as *Google Meet* or *Microsoft Teams*. Also, different supporting documentation was generated, including a general script of the interviews (see [Appendix 2](#)) and a presentation with different guiding slides (see [Appendix 3](#)).



4. Results

The results of the two activities are detailed in the following subsections.

4.1. Operating Model Questionnaire

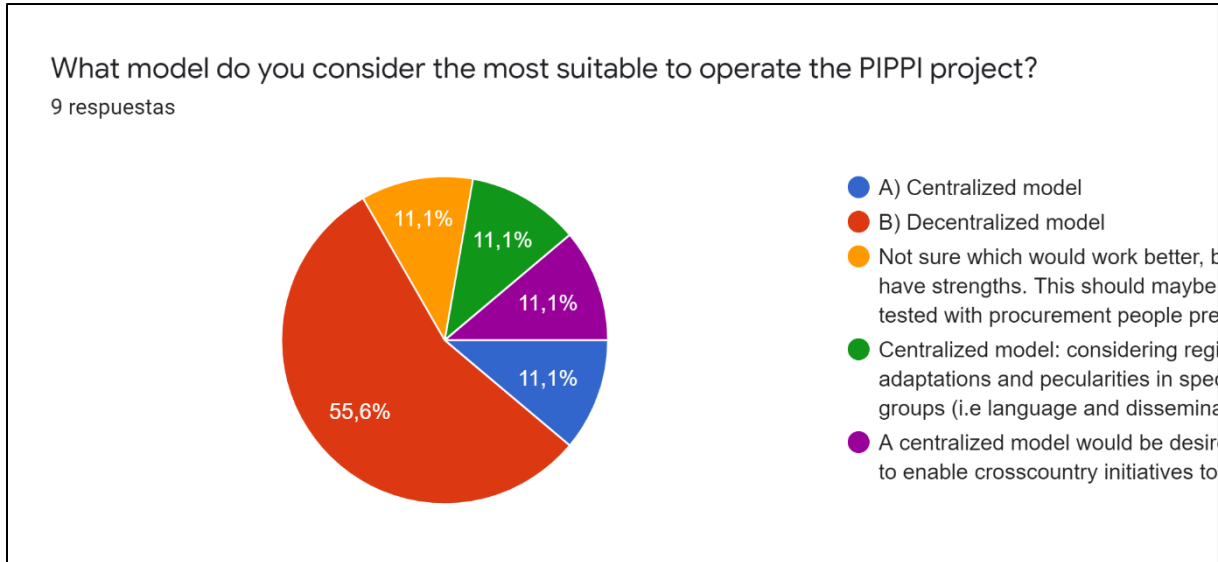
The operating model questionnaire was answered by different team members of the different partner members of the PIPPI project and was collected during December 2020.

The next table shows the answered questionnaires that have been collected:

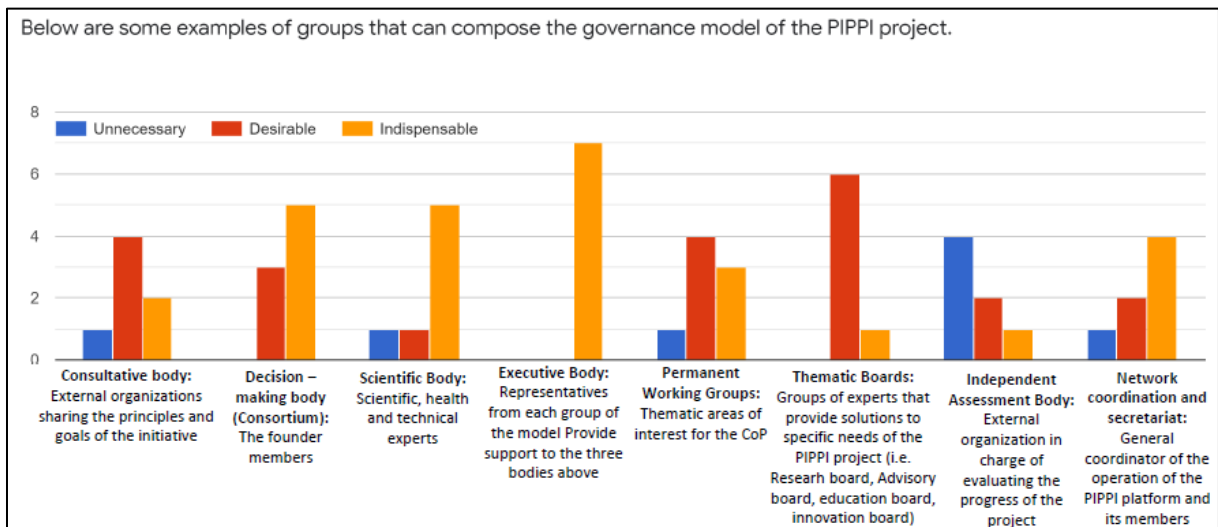
Name	Entity	Position
Suzan Ikävalko	HUS	Research and Innovation manager
JJ Visser	EMC	CMIO
Yannick Beverloo	Erasmus University Rotterdam - Rotterdam School of Management	Research Assistant - Public procurement and Innovation - PiPPi Support
Victòria Valls	Vall d'Hebron	Project manager
Elettra Oleari	Ospedale San Raffaele	Ricercatrice
Martina Ahlberg, Peter Söderman, Stefan Vlachos	Karolinska University Hospital	PiPPi and karolinska Coordinator
Renn Andrews	Medical University of Vienna	researcher
Maarten Timmermann	Erasmus MC	Strategic buyer
Olman Elizondo	AQuAS	Innovation Procurement Manager

After the collection of the different answers to the questionnaire an analysis was performed in order to draw the main conclusions. Thus, below the different conclusions drawn from the answers of the questionnaire are shown.

Governance model



Most of the answers consider **Decentralized Model** the most suitable to operate the PIPPI Project. Besides, some of the answers support a centralized model with some specific particularities.



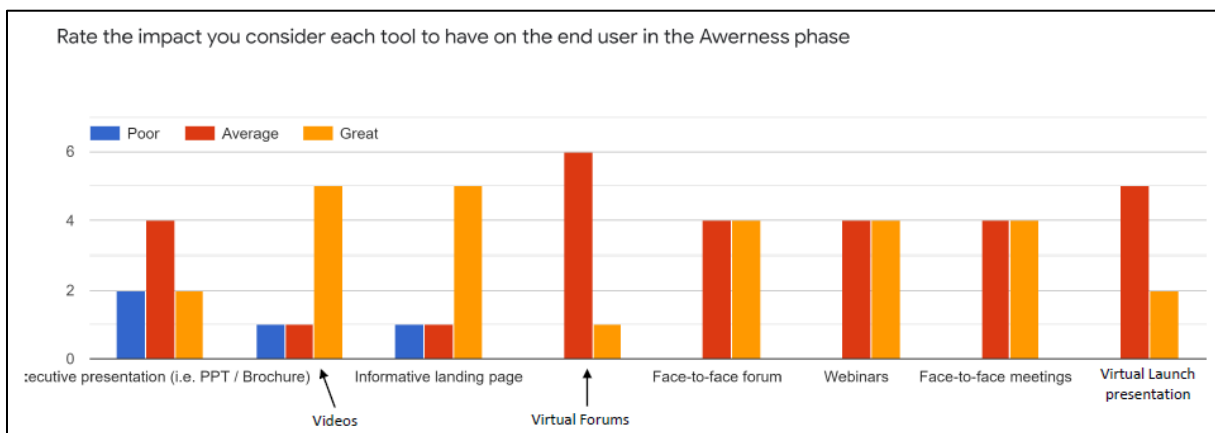
According to the answers received, PIPPI Platform governance model must be composed by an **Strategic Body** (Decision- making body) and an **Executive Body**. Also, **working groups and/or Thematic Boards** can be included in the model.

There is no consensus about including external organisations in the governance model.

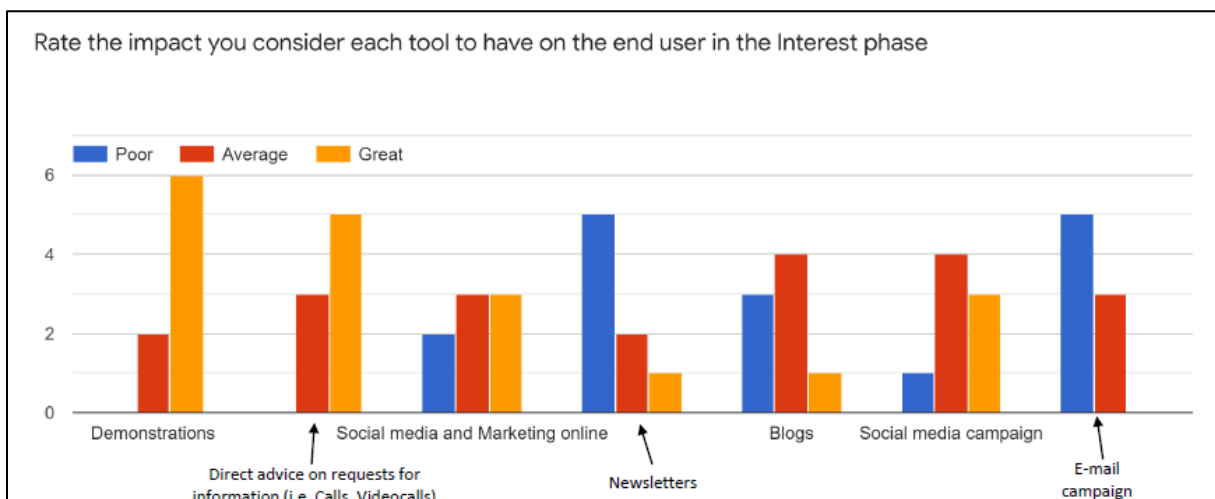
Recruitment model

The following graphs show the impact that different tools have in each of the phases of the user recruitment model:

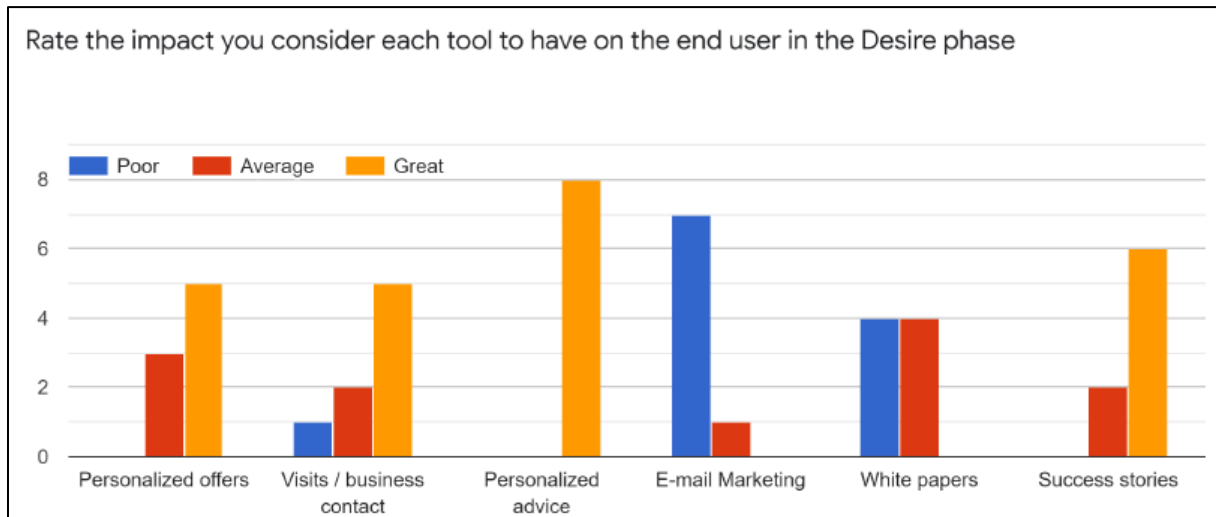
- 1- Awareness
- 2- Interest
- 3- Desire
- 4- Action



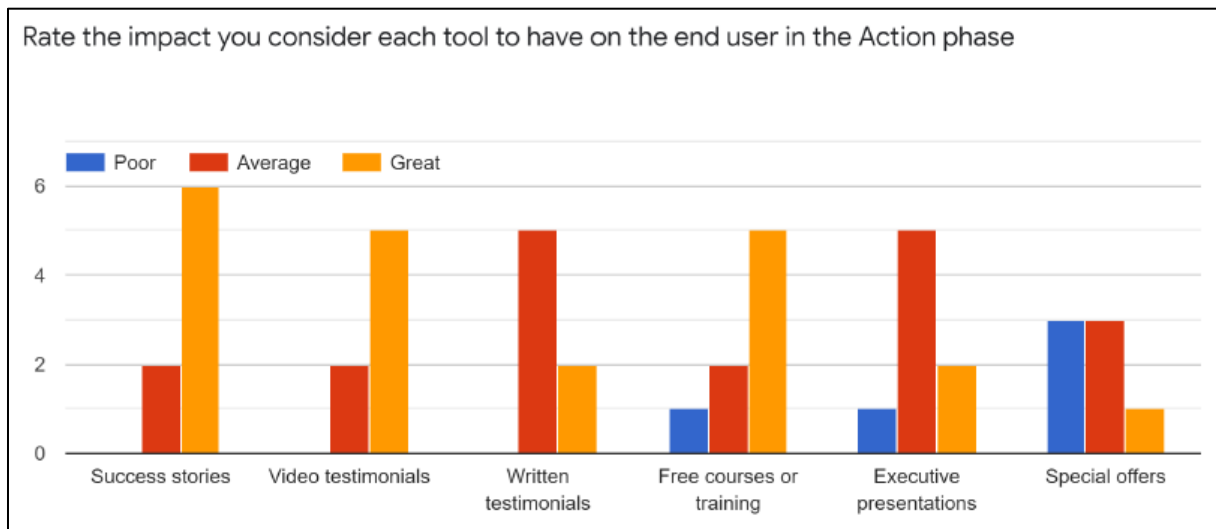
In the Awareness Phase, a lot of different tools can be used to let people know about PIPPI Platform. **Direct tools that include interaction** between people are considered better than indirect tools.



As in the awareness phase, in the Interest Phase direct tools are considered more useful than indirect ones. **Demonstrations and direct advice** are considered the best options.



In the Desire Phase, the best tools to recruit members for PIPPI are **personalized advice, success stories** and **personalized offers or visits**. Indirect tools such as digital marketing or white papers are considered not useful in this phase of the recruitment model



Finally, in the Action Phase of the Recruitment Process, **success stories, testimonials** and **free training** are considered the best tools.

Alliance Network

What potential users would you consider to start a first round of promotion and recruitment?
(you can mention one or more prospects)

Academic health care institutions - i.e. often early adopters of innovations

Healthcare providers / Industry (SME/Large) / Patient citizens

Healthcare providers, Enablers, Industry, Research & Innovation

Clinical department heads (K dep heads), Payors (HSF in Stockholm region), business development and R&D (industry partners, Swedish Med tech etc)

Procurement and IT/innovation departments at health care organizations, associations/organizations involved in this work (to further advertise), major industry representatives, certain SMEs or startups - this might be better after some needs are listed and when they can be better targeted

Motivated professionals highly specialized and interested in innovation. Renown professionals willing to take part in a bigger challenge for a greater cause.

In each node of the PIPPI Platform, the main prescribers considered are the corresponding **public innovation agencies** and **Associations of the Health Sector**. At European level, both **Public Procurement Platforms** and **EU institutions related to Health** are considered.

4.2. Individual and group interviews


The interviews for the local adaptations of the BM were performed individually or in group during May 2021 to different partner members.

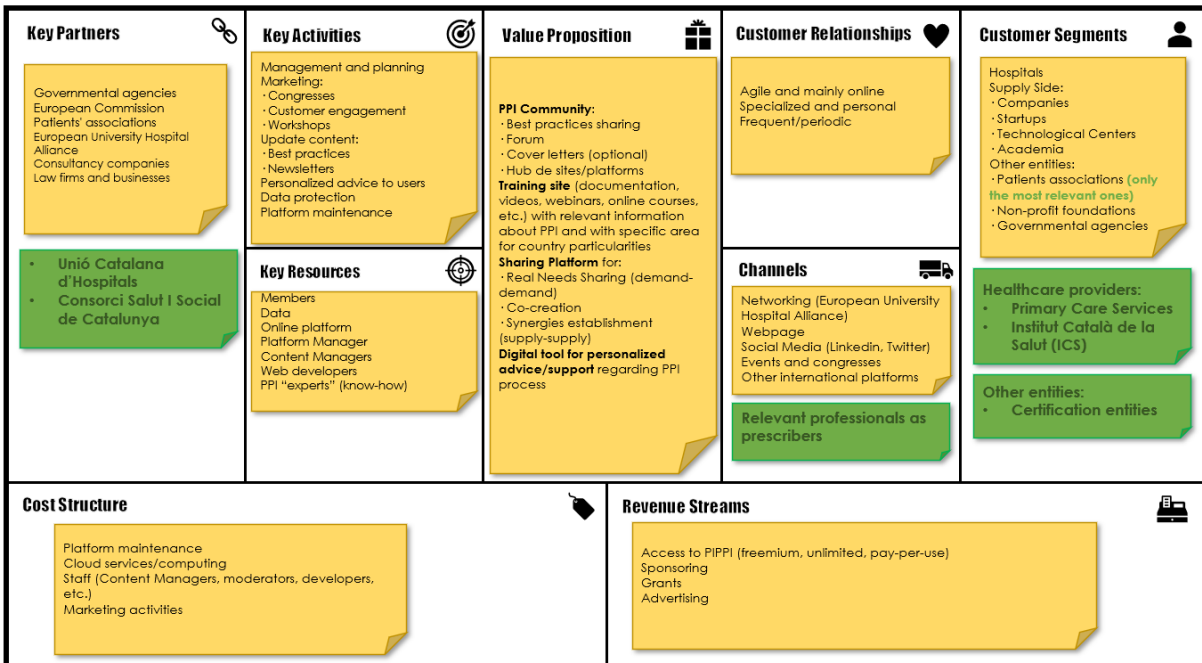
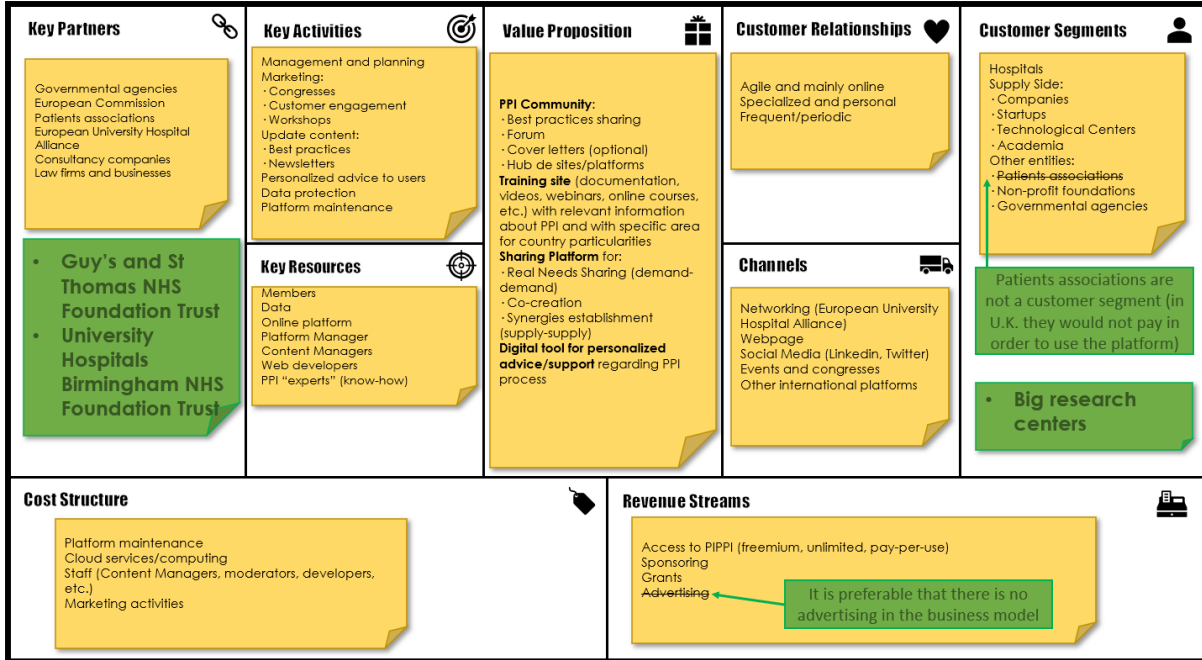
The interviews allowed the collection of valuable information for the adaptation of the PIPPI business model for each of the regions involved in the project. After analysing the conclusions of each of the interviews, different canvases were generated and few adaptations of the BM of the PIPPI platform were identified.

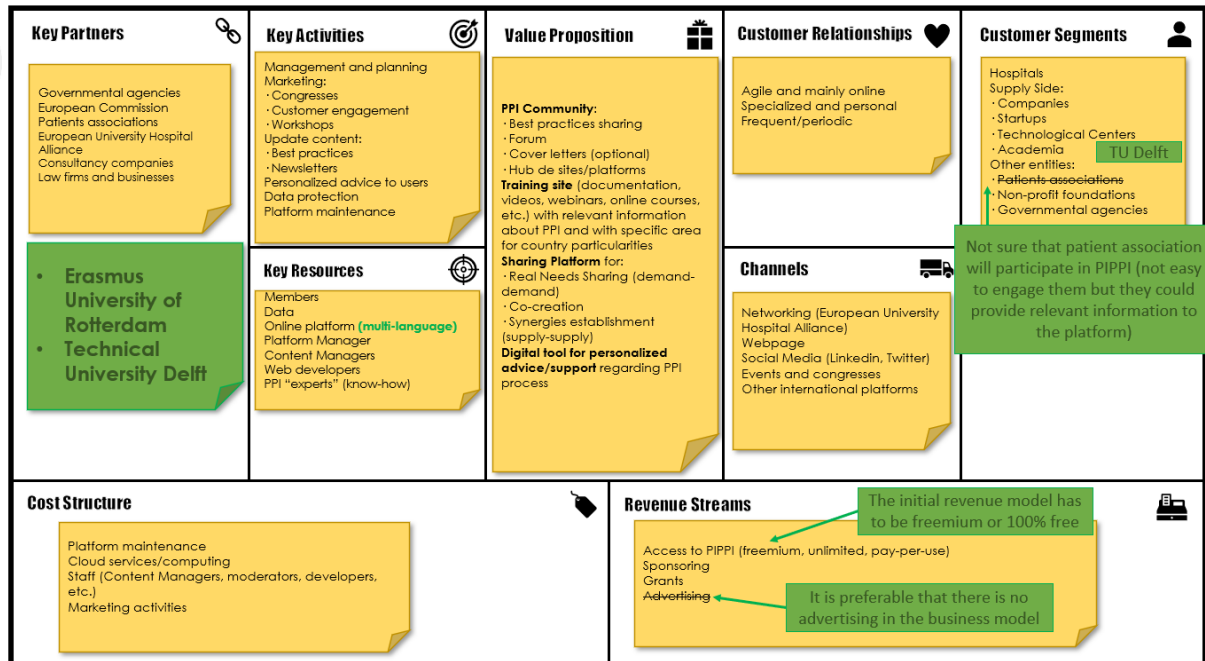
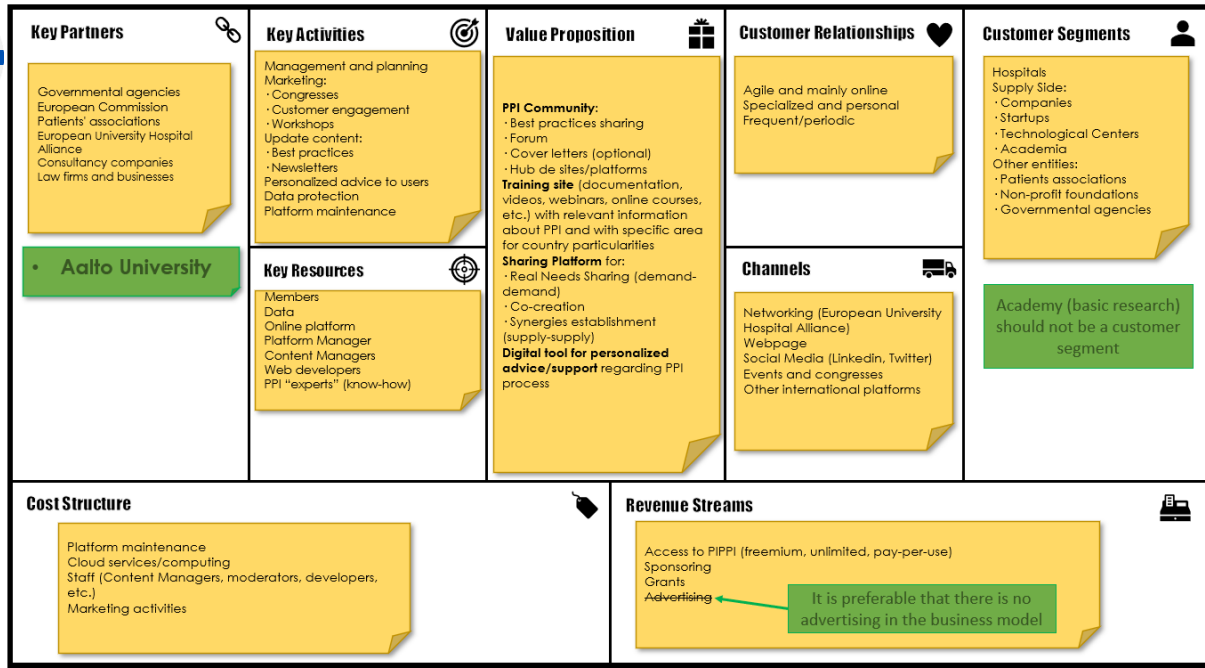
In this sense, the differences that affect the business models usually correspond to two main components: Key Partners and/or Customer Segments. In addition, it should be highlighted that the value proposition is similar or even identical between regions. Consequently, these adaptations of the BM do not affect the way in which PIPPI will deliver value to customers. On the other hand, some changes/developments are required for the technological platform, although these will be easy to implement (e.g. incorporating a multi-language functionality).

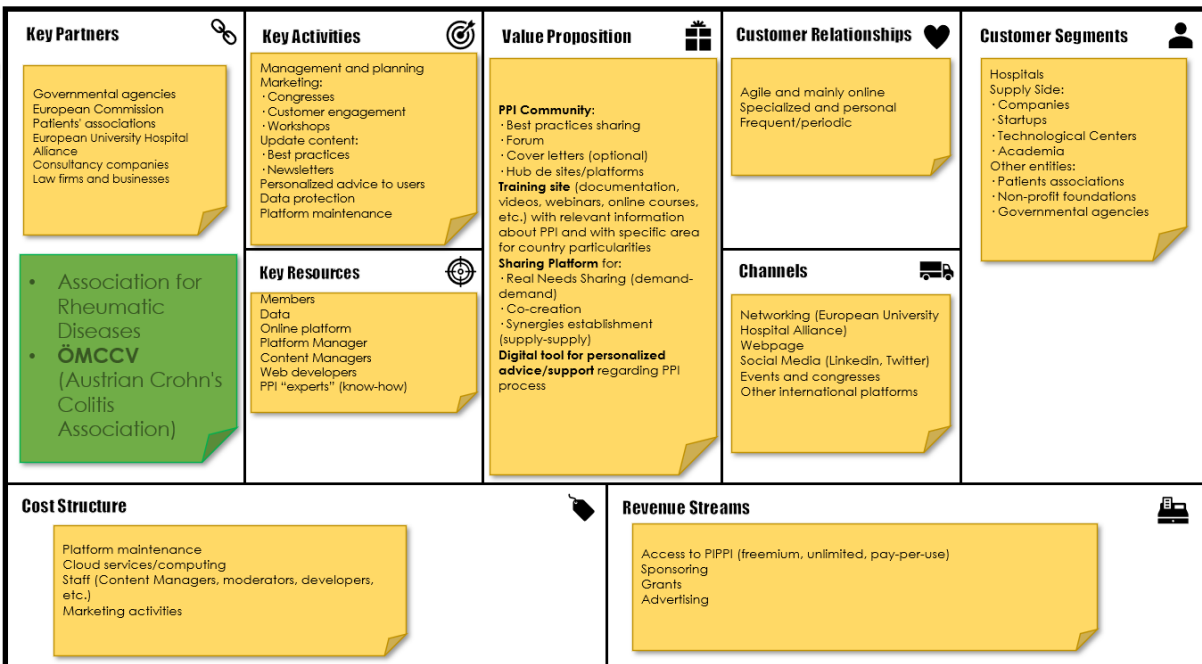
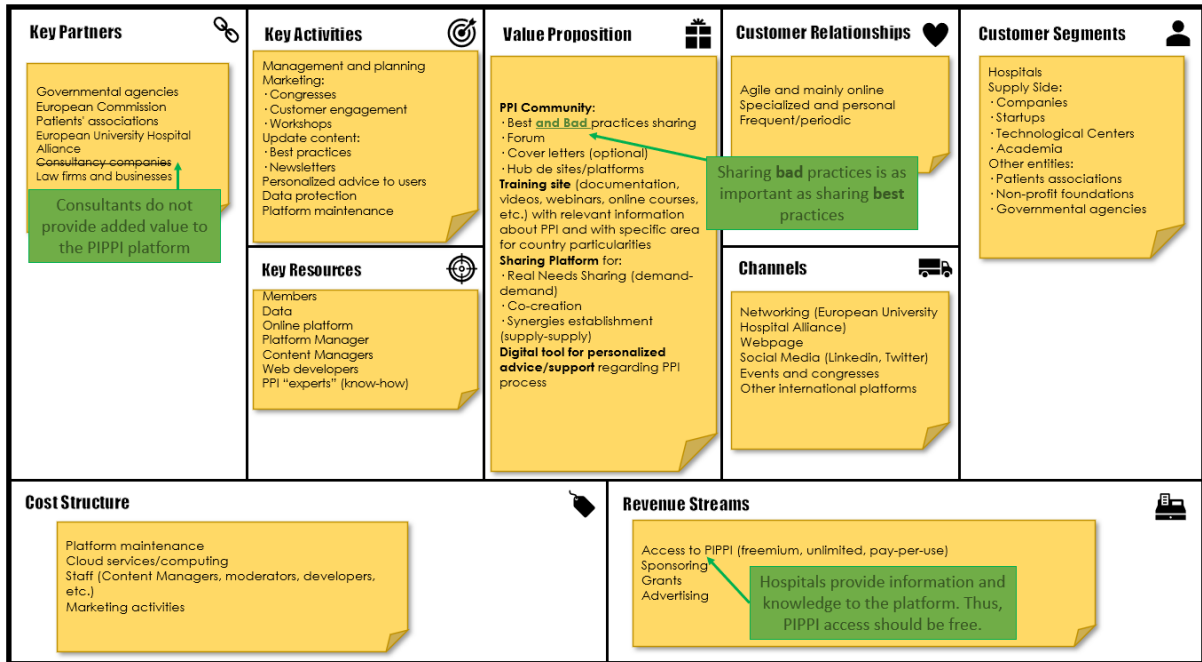
All these conclusions can be seen in the different local adaptations below, which also can be consulted in deliverable *D6.2 - Local adaptations (variations) of the business model and final*



 **business model.**








Appendix 1. Operating Model Questionnaire



Operating Model Questionnaire

colmenacesar@gmail.com [Cambiar de cuenta](#) 

Personal information

Name:

Tu respuesta

Position:

Tu respuesta

Name of the organization:

Tu respuesta


e-mail address:

Tu respuesta

Governance model

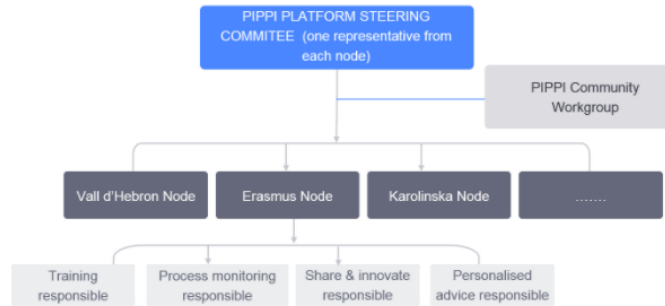
Below are basic conceptual examples of two of the main governance model structures:

A) Centralized model: The workgroups are organized according to activity and field of knowledge. For example, the group in charge of the training site provides training services to the entire platform, in any country. In this way, all work is centrally coordinated, and working groups with highly specialized capabilities are developed in each process of the platform.



```
graph TD; A[PIPPI PLATFORM STEERING COMMITTEE  
(one representative from each node)] --> B[PIPPI Community Work Group]; A --> C[PIPPI Training Site Work Group]; A --> D[Process Monitoring Work Group]; A --> E[Share & Innovate Work Group]; A --> F[Personalized Advice Work Group];
```


B) Decentralized model: Each node has its structure that provides all services to its area of influence (see Figure 7). In the case of Spain, it could be considered to integrate a single node by adding AQUAs and Vall Hebron.



What model do you consider the most suitable to operate the PIPPI project?

- A) Centralized model
- B) Decentralized model
- Otro: _____

Below are some examples of groups that can compose the governance model of the PIPPI project.

Indicate which groups you consider unnecessary, desirable or indispensable in the governance model.

	Unnecessary	Desirable	Indispensable
Consultative body: External organizations sharing the principles and goals of the initiative	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Decision – making body (Consortium): The founder members	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Scientific Body: Scientific, health and technical experts	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Executive Body: Representatives from each group of the model Provide support to the three bodies above	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Permanent Working Groups: Thematic areas of interest for the CoP	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Thematic Boards: Groups of experts that provide solutions to specific needs of the PIPPI project (i.e. Research board, Advisory board, education board, innovation board)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Independent Assessment Body: External organization in charge of evaluating the progress of the project	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Network coordination and secretariat: General coordinator of the operation of the PIPPI platform and its members	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Recruitment model

Each of the user recruitment phases is presented below. Once the purpose of each phase is understood, choose the tools that you consider to have the greatest recruitment impact on the target users.

Phase 1. Awareness
 Is the first approach we have with target users. The objective of this phase is to make the potential user aware of the existence of the PIPPI platform and to make them understand that the services offered through it generate high value for their institution and/or for their professional profile

Rate the impact you consider each tool to have on the end user in the Awareness phase

	Poor	Average	Great
Executive presentation (i.e. PPT / Brochure)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Videos	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Informative landing page	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Virtual Forums	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Face-to-face forum	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Webinars	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Face-to-face meetings	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Virtual launch presentation	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>



Phase 2. Interest

The objective of the Interest phase is to show the potential users that the services offered by the PIPPI platform are useful to their organization and solve specific relevant problems.

Rate the impact you consider each tool to have on the end user in the Interest phase

	Poor	Average	Great
Demonstrations	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Direct advice on requests for information (i.e. Calls, videocalls)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Social media and Marketing online	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Newsletters	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Blogs	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Social media campaign	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
E-mail campaign	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Phase 3. Desire

The objective of the desire generation phase is to achieve a presentation that is as personalized as possible that allows the potential user to make a decision to use the platform and, where appropriate, to affiliate and pay for a specific service.

Rate the impact you consider each tool to have on the end user in the Desire phase

	Poor	Average	Great
Personalized offers	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Visits / business contact	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Personalized advice	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
E-mail Marketing	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
White papers	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Success stories	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

[20]

Phase 4. Action

The objective of the Action phase is contracting by a company of a service included in the PIPPI platform. It is the natural culmination of the process followed with the AIDA model, where potential users become real users of the platform through the formalization of a collaboration agreement, that is, the signing of the service contract

Rate the impact you consider each tool to have on the end user in the Action phase

	Poor	Average	Great
Success stories	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Video testimonials	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Written testimonials	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Free courses or training	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Executive presentations	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Special offers	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

What potential users would you consider to start a first round of promotion and recruitment? (you can mention one or more prospects)

Tu respuesta _____

Alliance Network

In order to achieve the objectives of PIPPI and its scalability, four types of collaborators have been defined: Mention the name of the institutions that you consider most relevant for the PIPPI project in each category.

Prescribers, promoters and recruiters partners

Name one or more institutions that you consider can help to disseminate, prescribe or promote the services of the pippi platform (name specific institutions, eg. CatSalut)

Tu respuesta _____

Knowledge generation partners

Name one or more institutions that you consider can help to generate or provide knowledge through or for the PIPPI platform. (name specific institutions, eg. Erasmus Universität)

Tu respuesta _____



[21]

Service providers

Name one or more institutions that you consider can help to provide specialized services on various topics. For example, technological development, legal, financial services, advice on PPI / PCP process management, innovation, etc. (name specific institutions, eg. TEKES)

Tu respuesta

Financing and public policy generation partners

Name one or more institutions that you consider can help to finance, promote financing policies or promote policies for the PIPPI project. (name specific institutions, eg. European Commission)

Tu respuesta

Organization

Choose one or more profile options (s) that you consider essential as staff in your organization to operate the PIPPI project (you can choose one or more options):

- General manager of the PIPPI project (Management and planning)
- Content developer
- Communication and marketing manager
- Platform manager (user experience, technology management, content, etc.)
- Web developer
- PPI/ PCP expert
- Network manager
- Finance and administration manager



Appendix 2. Interview script



Main topics and questions of the interviews

Governance

1. Does the overall structure of the PIPPI platforms fit your country's healthcare system?
2. Do you think that your region should have an independent scheme of the governance model of the PIPPI project?

Legal

3. Should the platform define a specific legal status of the PIPPI platform?
4. Are there any legal particularities about the PCP/PPI process in your region that can affect PIPPI's business model?

Services catalogue

5. Do you consider that the platform should provide ALL or just a FEW of the PIPPI services (Training, Process Monitoring, Share&Innovate and Personalized Advice) in your region?
6. Is there any service that should be included in the Value Proposition of the platform in your region?

Operation/ Provision of services

7. Is your entity capable of providing dedicated staff in order to guarantee PIPPI's main operation?
8. What physical resources do you have in order to offer PIPPI's services? (e.g. infrastructure, technology, etc.).
9. Which activities or processes do you consider critical and essential for the operation and the success of PIPPI's business model in your region?

Recruitment model

10. Do you think that your region should use a specific model to attract users?
11. Do you have any specific collaboration models, tools for partner or supplier selection, approval and evaluation in your region?



Alliance Network

12. What are the main partners and stakeholders of PIPPI's business model in your region?
13. What are the main tools you could use in your region in order to attract partners?

Financing

14. Is there any specific way of financing PIPPI's operation in your region?





Appendix 3. Interview presentation




PIPPI project introduction

Digital transformation of healthcare



Funded by the Horizon 2020 Framework Programme of the European Union



PIPPI consortium





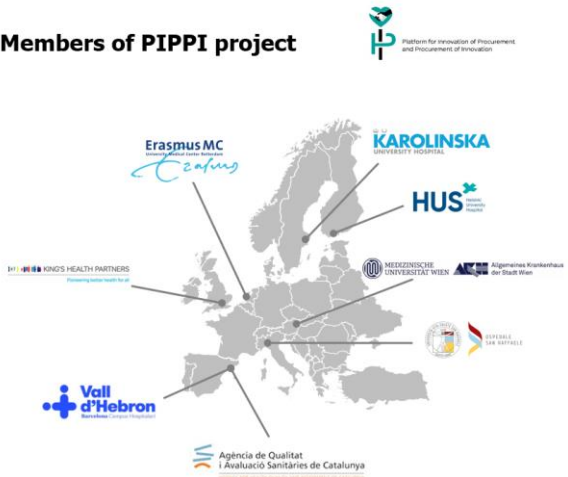
- Improving outcomes for today's and tomorrow's patients
- Improving experiences and opportunities for personnel
- Strengthening relationships with other stakeholders.

The Call: Digital health and care services – support for strategy and (early) adoption
SCI-HCC-04-2018

GA N° 826157
€ 2,996,000.00
Duration: 3 years



Members of PIPPI project

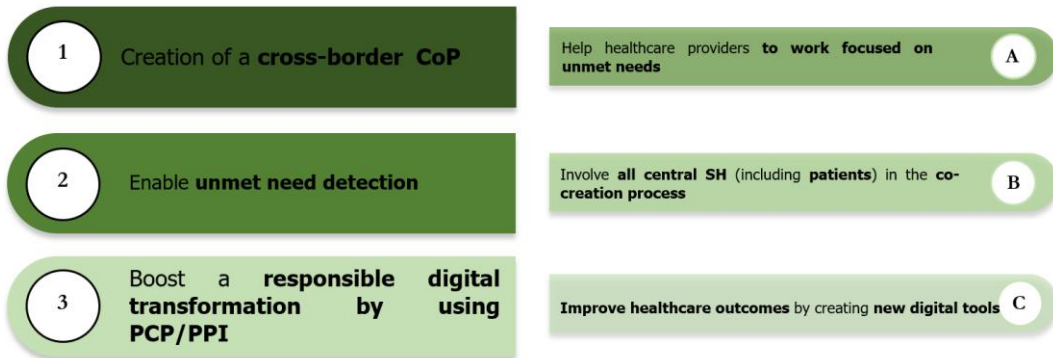


Funded by the Horizon 2020 Framework Programme of the European Union



General aims

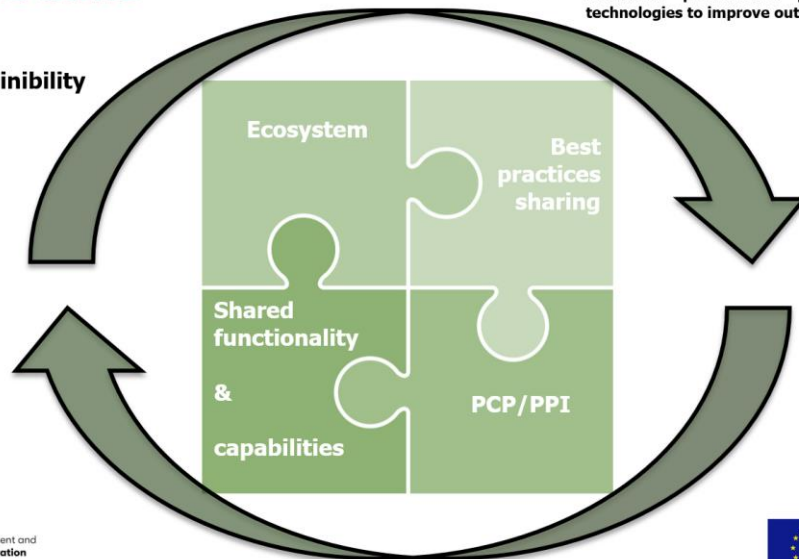
PIPPI Community of Practice (CoP) is an ecosystem that includes partners and stakeholders with the aim of improving the healthcare system by value based innovation procurement

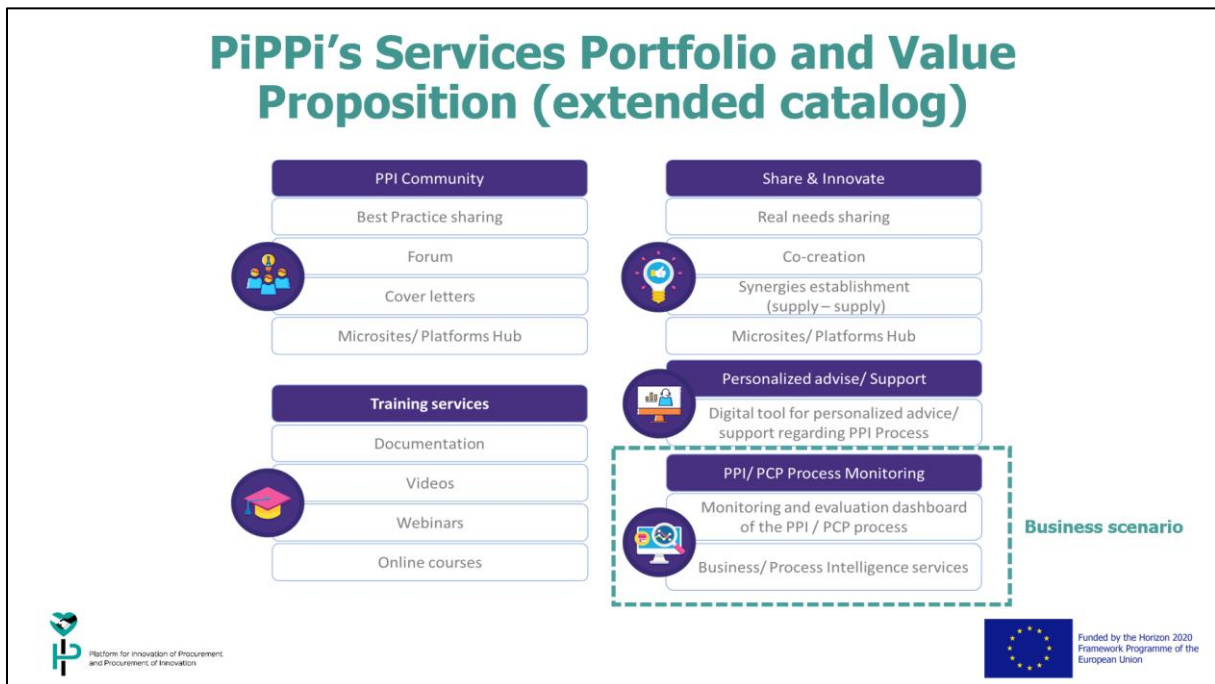
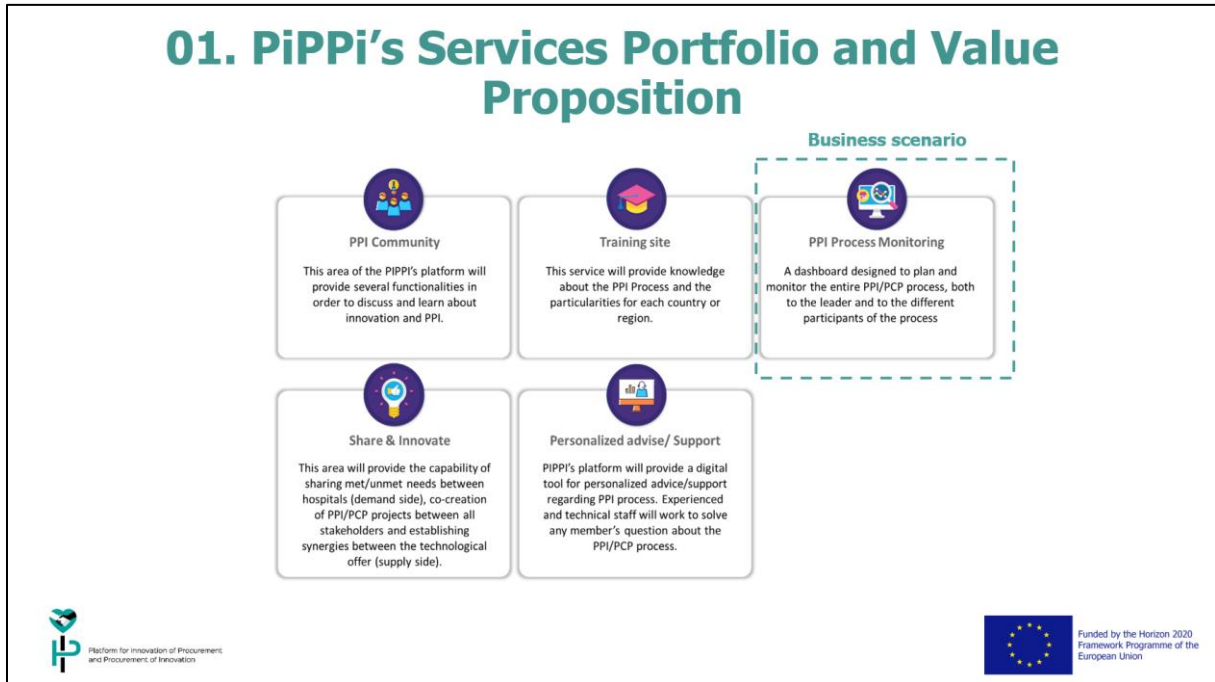


Specific aims

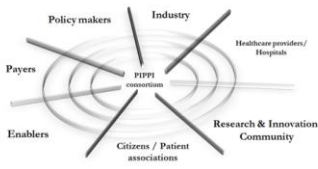
Secondary output: Improvement of public innovation procurement process of digital technologies to improve outcomes

Sustainability






PIPPI CoP stakeholder mapping and customer segments description




Definition of the key user segments of PIPPI platform

Customer segment	Description	Stakeholder clusters	Agents
Health Care Providers	Health system members that require to adopt innovative solutions to enhance the quality of healthcare and, in consequence, improve the well-being and health of patients.	Health Care Providers (Hospitals & other institutions)	Hospitals
			University Hospitals
			Public Health Institutions
Supply side	Companies and centres that develop innovative technological solutions with high added value and are interested in implementing innovative technologies in the health sector	Industry	Primary care
			Large companies
		Research & Innovation Community	SME companies
			Start-ups
			Technological Centres
Other entities	Other entities strictly not included on the supply or demand side are also really interested in implementing innovative technologies in the health sector. For example, patients' associations are really powerful for PIPPI's platform, as patients/citizens are the main beneficiaries of the implementation of innovative solutions and a source of information about user's needs.	Citizens/Patient associations	Research Centres
			Academia
		Policy-makers	Citizens
			Patients
		Payers	Patient associations
			Policy-makers
			Payers
Enablers			Governmental agencies
			Consulting firms
			Investors
			Non-governmental agencies




Platform for Innovation of Procurement and Procurement of Innovation



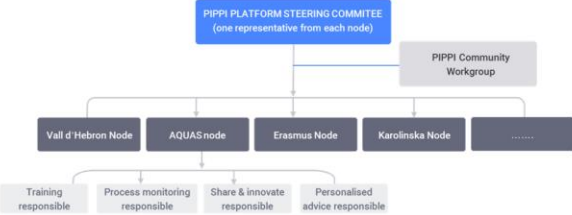
Funded by the Horizon 2020 Framework Programme of the European Union

Governance model


Centralized Governance Model




Decentralized Governance Model



- The main input for the design and development **have been the international platform benchmark.**
- It is important to mention that these are **conceptual governance models** that must be developed in **co-creation with the different consortium members and or stakeholders who participate in the process**, through an iterative process.



Platform for Innovation of Procurement and Procurement of Innovation



Funded by the Horizon 2020 Framework Programme of the European Union