



Fundació Hospital Universitari Vall Hebron - Institut de Recerca (VHIR)

FILE No.: 2019-072 DEVEL. OPERATIVE MODEL (OP), BUSINESS MODEL (BM), BUSINESS PLAN (BP).

TECHNICAL SPECIFICATIONS
NON HARMONISED CONTRACTING – OPEN PROCEDURE

SERVICE TO SUPPORT FOR THE DEVELOPMENT OF AN OPERATIVE MODEL (OP), AN INNOVATIVE BUSINESS MODEL (BM) AND A BUSINESS PLAN (BP) BY THE FUNDACIÓ HOSPITAL UNIVERSITARI VALL HEBRON- INSTITUT DE RECERCA (VHIR), IN CHARGE OF THE RESEARCH PROJECT PIPPI PROJECT.



Clause 1. Purpose of the tender.

The purpose of these technical specifications is the contracting of a service to support for the development of an Operative Model (OP) , an innovative Business Model (BM) and a Business Plan (BP) by the Fundació Hospital Universitari Vall Hebron- Institut de Recerca (VHIR), in charge of the Research Project *PIPPI project (GA n° 826157) entitled "Platform for innovation of procurement and procurement of innovation"*, Funded by the H2020 Horizon - the European Union research framework program.

The content object of this contract will help to VHIR and VH to create his deliverables associated to the PIPPI project

Throughout this tender, the tasks included in the tender object, as well as the scope of the proposed service, are described in detail.

1.1. Background (PIPPI Project)

The **digital transformation** of healthcare demands for procurement of innovative solutions that require essential public-private collaboration. This collaboration is often reactive and not fully connected with real needs and specifications of healthcare professionals and patients. To address this challenge, the procurer should be in the driver seat regarding innovation procurement in healthcare. Therefore, the PIPPI (Platform for innovation procurement and procurement of innovation) project aims to create a cross-border CoP of European university hospitals that will bring together experts from the demand and supply side to identify common clinical needs for digital healthcare solutions and procurement of innovation.

The consortium includes **seven major European university hospitals (Hospital Universitari Vall d'hebron, Karolinska University Hospital, Erasmus University Medical Center Rotterdam, San Raffaele Hospital, Medizinische Universität Wien, Helsinki University Hospital, King's College Hospital) and the Agency for Health Quality and Assessment of Catalonia (AQuAS)** offering expertise on digital healthcare, patient-centred care and procurement with the ultimate aim to solve shared clinical challenges. The project will engage relevant stakeholders involved throughout the innovation procurement process at a regional, national and European level. The consortium with its network partners such as industry and payers of healthcare, will gather best practices, and develop structural capital and tools around procurement. These results will be shared through a knowledge platform on a European level by actors involved in, planning or interested in procurement of innovation. The consortium will identify major clinical needs from seven university hospitals spread around Europe and compile a short-list of challenges that are suitable to solve with digital solutions and for procurement of innovation. This shortlist will be the base for a feasibility study and preparation of a concrete cross-border PCP or PPI.



Clause 2. Estimated value and maximum budget for tender:

The estimated value and maximum budget for this tender are the same.

The total maximum budget for this tender is **THIRTY-FIVE THOUSAND EUROS (€ 35.000,00)** which, with the amount corresponding to VAT, which amounts to **SEVEN THOUSAND THREE HUNDRED AND FIFTY EUROS (€ 7.350,00)**, the total value amounts to **FORTY-TWO THOUSAND THREE HUNDRED AND FIFTY EUROS (€ 42.350,00)**.

Clause 3. Duration of the contract.

This contract is expected to be in force until **30/11/2021**.

Nevertheless, this project should be subject to a request of a possible extension for whatever reason that cannot be foreseen as of now, it would likewise be possible to extend the duration of the service up to the ultimately authorised date at the latest.

The service will begin at the date of contract formalization.

Clause 4. Operating model, innovative business model and a business plan.

To ensure the self-sustainability and the future use of project results, including long-term assessment and monitoring of outcomes, the PIPPI **project will develop an operating model, an innovative business model and a business plan with the ultimate goal to make the platform sustainable and successful.** For this is totally necessary to continuously involve relevant stakeholder engagement to improve patient outcomes, decrease healthcare costs, create growth for European life science industry and create new markets.

The economic operator that awards the contract that is derived from this tender procedure will be incorporated into the development process of the operating model that is already being started by the Consortium.

The development of the Operating Model, Innovative Business Model and Business Plan have to be in the next order: Operating Model → Innovative Business Model → Business Plan.

The execution of this work have to be through WorkShops with different stakeholders identified in the project. During the first WorkShop, a first approximation of the operating model and the innovative business model will be reviewed.

More info: <https://pippi.meduniwien.ac.at/>



4.1 Technical specifications of the service

The provision of services will consist in:

-Support to develop an Operating model for PIPPI.

This task will study, present and validate different options for operating models for PIPPI platform.

This task will be based on input from other tasks such as the identification of existing solutions and toolboxes for PCP, the description of main PCP processes and activities, and the lessons learned from establishing the ecosystem/network and creation of the CoPs for PCP.

1. An analysis and description of potential services to provide to different customers and a description of a services model.
2. A description of PIPPI capabilities required for delivering this services and how they are structured and related. Capabilities will include processes, people, other resources (data and technologies) and infrastructure.
3. A description of different organizational models to support the platform (centralized/decentralized ...) with special consideration for CoP models as learned in the task. These model options will include a description of the relationships with the PIPPI Consortium members as well as with various stakeholders as policy makers, industry, providers, etc.
4. A proposal for a governance model for PIPPI based on the above services model, capabilities, organizational and governance models.

The operating model will be developed by studying the input, presenting options at different workshops and developing the choices by PIPPI Consortium. The operating model will explore possibilities to "link in" for new collaborators, during the project and, also, after the project has ended. This task will entail:

- Regular workshops with the core partners of the PIPPI Consortium will be held according to the initial workshops schedule (see paragraph 4.3), where diverse stakeholders will be invited. They will include diverse representative from the ecosystem of each partner, and the feedback and results will be compiled.
- The results from diverse activities will also be shared and presented to invited stakeholders via the project website, inviting them to try and test the tools developed throughout the project. The feedback and results will in turn be used in the creation of a white paper to be shared amongst the PIPPI partners, and the later relevant stakeholders

During this task different drafts of the Operating Model must be delivered to VHIR to be reviewed by the partners of the Consortium (see paragraph 4.3).



-Support to develop and adaptation of Innovative Business Model.

This task will develop an overall business model for PIPPI services at a pan-European level, considering PIPPI not only as the technology platform but as a solution that includes connections with a network, knowledge and data, and services derived from PIPPI. Moreover, various model variations will be considered and developed to respond to specific circumstances at national and regional level.

This innovative model will be incorporated in an over all business plan.

The development of the innovative business model will entail a variety of business engineering methodologies, including business model ontologies and canvases that facilitate to describe and share with other stakeholders the different business model design options, such as LEAN startup, STOF and Osterwalder canvas.

The Operating Model will be considered in the development of the innovative business model.

The approach for developing the business model will strongly consider sustainability of the PIPPI platform. Therefore, the development of the innovative business model will focus on three aspects:

1. Describing the value creation process, through the identification of met and unmet needs for different stakeholders, identification of gains and pains in the different Jobs to Be Done (JTBD).
2. Describing the value capture process, through the study of the different potential revenue models, identified incentive and the conditions for translating this value into services for each stakeholder
3. A description of different organizational models to support the platform (centralized/decentralized ...) with special consideration for CoP models as learned in the task.

This task will receive input from tasks as the identification of stakeholders, needs, activities, and also intern results from the implementation of the network, CoP and PCP that may bring new value to potential customers as lessons learned or knowledge. The BM development will consider PIPPI specific characteristics such as: knowledge and data as key resources, CoP and the network as key partners, connectivity and relationships with other initiatives and platforms of PCP.

The final innovative business model will describe different elements that compose the design options: key partners and activities, key resources with an emphasis on data and knowledge as key resources, and costs, and relationship and distribution channels with customers and other stakeholders in the PIPPI ecosystem. The business model will consider sustainability and innovation in the value proposition, as well as relation to potential improving health outcomes.

This task will entail:

- A series of workshops will be planned (2-3 local and or remote), organized and held, with the participation of stakeholders that will be invited through the ecosystem of each partner. These workshops will include knowledge builders, disseminators and consumers.



- A series of online questionnaires (maximum 5) will be prepared and carried out for input and validation of working aspects in the business model.

The feedback and results of all these activities will be used in the creation of a deliverable to be shared amongst the PIPPI partners, and the later relevant stakeholders.

During this task different drafts of the Innovative Business Model will have to be delivered to VHIR. These drafts will be reviewed by the partners of the Consortium (see paragraph 4.3).

-Development of a Business plan.

This task will focus on developing a plan for exploitation of PIPPI services, that include the setup, launch and running PIPPI platform for 5 years, including different market scenarios.

The business plan will be developed according to decisions made in the business model and operating model tasks. This task will include:

- Ranging the IP of the innovation platform among the owners and third parties.
- Identifying the legal requirements for the innovation platform.
- PiPPI CoP monetization strategy: to define what will be the best strategy that makes PiPPI CoP value proposition sustainable across the years
- A study of existing solutions and toolboxes with focus on analysis of the market size, volume of customers, services characteristics and level of maturity.
- A description of services, their packaging and the monetization of the offerings among the PiPPI CoP participants
- A presentation of different scenarios for exploitation and scaling up PIPPI services.

The approach for developing the business plan will strongly consider sustainability of the PIPPI platform. Therefore, the development of the business plan will focus on:

- A description of different organizational business plan to support the platform (centralized/decentralized ...) with special consideration for CoP models as learned in the task.

During this task different drafts of the BP will have to be delivered to VHIR. These drafts will be reviewed by the partners of the Consortium (see paragraph 4.3).

4.2 Training

Training Vall d'Hebron team to be autonomous to do WorkShops and to continuously improve the BM, OM and BP and generate material for this task (see paragraph 4.3).



4.3. Additional requirements

The results of the activities performed (as indicated in paragraph 4.1) must generate the following documents/reports in English language:

Title	Submission Date
Initial workshops schedule	01/02/2020
First Draft operating model proposal	01/03/2020
Second Draft operating model proposal	15/03/2020
Final Draft operating model proposal	01/04/2020
First Draft operating model	01/04/2021
Second Draft operating model	01/05/2021
Final Draft operating model	01/06/2021
First Draft business model	15/03/2020
Second Draft business model	01/04/2020
Final Draft business model	15/04/2020
First draft of local adaptations (variations) of the business model	01/08/2020
Second draft of local adaptations (variations) of the business model	01/09/2020
Local adaptations (variations) of the business model	01/10/2020
Report 1 from workshops	01/05/2020
Report 2 from workshops	01/10/2020
Report 3 from workshops	01/10/2021
First Draft Exploitation plan for after the project	01/02/2021
Second Draft Exploitation plan for after the project	01/03/2021
Exploitation plan for after the project	01/04/2021
First Draft Business Plan	01/12/2020
Second Draft Business Plan	01/04/2021
Business Plan	01/06/2021
Material of the workshops to facilitate the collection of inputs and to replicate it in time and that can be replicated over time	01/05/2020



The above documents must be prepared using a specific format template that will be provided in due time by VHIR. All documentation and international reporting will be done in English.

Clause 5. Project follow-up

A Monitoring Committee will be created consisting of personnel from the VHIR and the awarded economic operator.

The incorporation of a project manager who will be in charge of the project management, the achievement of the goals and the management of the resolution of problems is essential to the bidder.

This Follow-up Committee of the contract will meet twice a month to supervise the execution of the contract, verify compliance with the established levels of service and resolve possible conflicts that may arise.

Clause 6. Confidentiality, Protection of personal data, and Intellectual Property

Notwithstanding the provisions of current legislation on intellectual property, protection of personal data and confidentiality, the successful bidder will expressly commit itself not to provide the information and / or Data provided by the VHIR, or any use not provided for in this document, and / or expressly authorized by the Head of the assigned Unit.

The successful bidder will have to extend to the employees that adhere to the service, the obligations contained and assumed by the successful bidder, with reference to confidentiality, intellectual property and protection of Data, in particular those relating to the secret, the reservation and confidentiality of all the information that, under the service, may be aware of.

These will be understood as being exclusively granted in favor of the VHIR worldwide, for the maximum time established in applicable laws and / or international treaties that are applicable and for their exploitation through any format and / or modality of exploitation, all rights, including the exploitation of any discovery, invention, creation, work, procedure, idea, technique, drawing, design, image or any other intellectual or industrial property right generated, raised or acquired as a consequence of the work carried out by the company awarded the contract that is derived from this tender procedure (hereinafter, "Intellectual and / or Industrial Property"), and which derive directly or indirectly from the relationship between VHIR and I The economic operator awarded by the contract that is derived from this tender procedure.

The economic operator that awards the contract that is derived from this tender procedure undertakes to inform the VHIR of any discovery, creation, invention, idea or any other element that constitutes or is likely to constitute a right of Industrial Property and / or Intellectual Property and that develops partially or totally during the term of the contract that is derived



from this tender procedure. In the event that the contracting economic operator that derives from this tender procedure discovers or develops any creation of intellectual or industrial property, it will be understood that the discovery or development constitutes confidential information of the VHIR.

The economic operator that awards the contract that is derived from this tender procedure undertakes to sign all those public and / or private documents that are necessary, at the discretion of the VHIR, to allow the accreditation of the ownership of the VHIR or the proper protection of the aforementioned rights of Intellectual Property and / or Industrial in favor of the same or of any third party designated by it.

The economic operator that awards the contract that is derived from this tender procedure authorizes the VHIR for the transformation, modification, publication, public communication and exploitation by any means of the works that it develops as a result of the execution of the contract that is derived from it This tender procedure.

Clause 7. Award criteria.

The criteria stated below shall be assessed on the basis of **judgment values**. The award criteria to assess the contents of envelope No. 2 are the following:

TECHNICAL OFFER.....UP TO 50 POINTS.

1. Qualities and technical characteristics of the provision of the service (up to 40 points).

Bidders must present an organizational and service development proposal. This proposal must include:

1. With the knowledge that you have of the PIPPI project explain you have understood and what is your development proposal of the Operating Model, Innovative Business Model and Business Plan **(up to 4 points)**
2. Description of the OM, BM, BP and CoP development knowledge of the the economic operator **(up to 6 points)**
3. Description of how to proceed for the development of the operating model **(up to 5 points).**
4. Description of how to proceed for the development of the business model **(up to 5 points).**
5. Description of how to proceed for the development of the business plan **(up to 5 points).**
6. Describe how the Work Shops will be structured and how the methodology will be used **(up to 5 points).**
7. An explanation of the Vall d'Hebron staff training to do the WorkShops independently once the pilot has been done and what documents you will generate **(up to 10 points).**



2. Additional improvements (up to 10 points)

- ✓ Provide recent examples of studies of innovative business models at European level, focused on digital health solutions **(up to 2 points)**.
- ✓ Demonstrate experience in innovative public procurement of digital solutions **(up to 1.5 points)**.
- ✓ It will be valued to be a member of European associations or European alliances which can enrich and contribute knowledge to the project and to increase the involvement of strategic partners **(up to 1.5 points)**.
- ✓ Previous experience in preparation and direction of workshops. Proved knowledge of methodologies to conduct workshops **(up to 1.5 points)**.
- ✓ Lower delivery times **(up to 1.5 points)**.
- ✓ Experience in Community of Practice **(up to 2 points)**.

Barcelona, on the 26th of November 2019.

CONTRACTING ORGANISM

Dr Joan X. Comella Carnicé

Director

Fundació Hospital Universitari Vall Hebron - Institut de Recerca.