

Impact Objectives

- Develop resources to create a set of standard milestones and a methodology, providing a robust starting point
- Create a tender for the delivery of a complete service, identifying opportunities that can be utilised at the same time
- Scale up the initiatives deployed and stimulate further innovative solutions

Scaling-up solutions

STOPandGO (Sustainable Technologies for Older People – Get Organised) is a Public Procurement of Innovative Solutions (PPI) pilot project that is driving the procurement of innovative technology enabled health and care services. Here, four members of the consortium behind STOPandGO, Ilse Bierhoff, Stephan Roijers, Ann Williams and Marcel Olivé Elias, discuss the impact cutting-edge procurement of innovations can have



Ilse Bierhoff

Can you give an overview of the work of STOPandGO? What are its key objectives?

Innovation in public services is something public administrations need to address due to limited budgets and the requirement (often duty) to maintain high quality services that people need. Plenty of innovative services have been piloted, but few procured. STOPandGO is showing how it can be done, developing and validating a method that can be used anywhere in Europe to specify services and outcomes, get the right suppliers working together and use existing procurement frameworks to get services to people. Fundamentally, this helps achieve the objectives of initiatives such as the European Innovation Partnership on Active and Healthy Ageing (EIP on AHA) and Digital Health Blueprint, whilst serving specific local health and care needs.

What makes the STOPandGO project different to previous approaches taken within procurement?

STOPandGO embeds innovation in the procurement process from the outset, a holistic approach geared to meeting

identified service requirements, rather than seeing it as some separate or 'add on' element. This necessitates a collaborative consortia approach, often with diverse stakeholders so bidders can develop complete offers that address organisational, technical and user/stakeholder aspects. Procurements are outcomes based, with elements of Payment By Results introduced.

As a Public Procurement of Innovation (PPI), STOPandGO allows public authorities to act as a launch customer for innovative goods or services. These are typically not yet widely deployed, but are robust and have some market presence. In one case study, we helped bidding organisations identify and choose technologies that were a best fit to their current business. There's business innovation, too, competitors working collaboratively and better risk sharing.

STOPandGO brings together partners with diverse backgrounds in public procurement from different countries and fields of specialisation, which has enabled the participating procuring entities to benefit from a wide range of other experiences at each stage of the procurement process.

In what ways can the innovative approach to procurement enable the sustainability of services provided by public authorities?

Care and cure services augmented by technology can increasingly meet the current needs of older persons and their carers. They have often been developed through publicly-funded research and development. Several local programmes, usually focusing on specific health issues in a limited area, have demonstrated that these innovative services can significantly improve health and care outcomes, reduce morbidity, improve economy and extend service reach. Most of the initiatives are driven by the introduction of a technology, with organisational models adapting as a consequence.

STOPandGO reverses the process of technology adoption, starting from the services perspective. Effective technology solutions are available, and the process should start now with clear engagement of public decision makers to introduce more effective and sustainable service models for care and cure provision. The STOPandGO consortium argues that public procurements in a PPI pilot should act as an indirect disruptive pathfinder to scale up solutions meeting peoples' needs within the project and provide a solid substrate to stimulate further innovation beyond it.

Procuring a sustainable future

STOPandGO is a service deployment project that focuses on procurement as a solution for the many demands placed on healthcare systems, specifically through sustainable technologies for older people. Rather than utilising specific products or technological components, it looks at integration and the simultaneous improvement of models of care and cure

STOPandGO (Sustainable Technologies for Older People – Get Organised) is a Public Procurement of Innovative Solutions (PPI) pilot project, funded by the ICT Policy Support Programme as part of the Competitiveness and Innovation Framework Programme of the European Union. It began in April 2014 and will run for four years, focusing on 11 localities in four countries (Italy, Spain, UK and the Netherlands), and serving around 20,000 people with a budget of 17 millions euros.

The project aims to overcome issues identified in legion demonstrators and pilots, which showed that incorporating telehealth and telecare technology into care and cure services can lead to reductions in the need for people to access services, as well as improving their ability to live better lives in their own homes – but have not scaled into mainstream service delivery. STOPandGO aims to demonstrate that those benefits can be translated from small populations to wider ones, providing scale uptake of technology and proportional reductions in the pressure on services. It also shows that improvements can be made in quality of life, care and carer programmes and hospital in-patient stay. As Ann Williams, a member of the consortium points out: ‘STOPandGO provided an innovative way to procure innovation and the process has worked.’ Involvement in the project provided the team with the opportunity to redesign the model of care to include technology as an integral part of the service. Prior to this contract there was very little technology operating in the sector, with a provider’s adoption of technology limited to electronic staff rostering systems in some of the larger organisations.

LEARNING BY DOING

While the project has standard key milestones and a general methodology, this is adapted to meet the local needs and market and is described as ‘learning by doing’. The first year of the project saw a focus on developing background material to be used

by procurers who are part of the STOPandGO consortium. In the second year, this material acted as a guide, alongside local contexts and strategies. Localities utilised the favourable circumstances they were working within to introduce the most appropriate innovation, with plans to gradually scale-up deployments over time. The focus on local strategies is vital to the success, as cultural changes are required within procuring organisations.

The third year of STOPandGO’s pilot remained focused on the procurement process. Continuing to work within local contexts saw some procurers working within different timelines, with some already in service delivery, while others wrote the tender specification. However, any lessons learned in each of the steps of the procurement process were captured to build material that can be used by others who intend to procure services related to integrated care.

The main focus of the final year of the project is towards evaluation, exploitation and dissemination. In terms of knowledge transfer, the overall idea is to use the steps in the procurement process as leading and offer the in-depth information in easy to understand sections clearly linked to a specific step in the procurement process to reduce the complexity. To show how the theory is put into practice, examples from the STOPandGO procurers will be added for every step.

NECESSITY IS THE MOTHER OF INVENTION

Ageing populations continue to grow while budgets shrink; national and local governments are called upon to employ fiscal prudence, but are vilified for introducing spending cuts. Systems are under pressure to meet the demands of the population, while at the same time maintaining a level of service that meets expectations. This has led to the creation of solutions seen in projects such as STOPandGO. According to consortium coordinator Ilse Bierhoff:

‘The approach adopted in STOPandGO, to a certain extent, provides a solution for the challenges as a result of the current political and economic climate.’

However, challenges have arisen along the way, such as the need to take into account a certain level of flexibility around any relevant local factors. Furthermore, the project revealed the need for an iterative approach, but this is something that has already been implemented to the extent possible. One of the barriers that has been realised is in the scaling and replication of the project: investment in infrastructure is often required, such as the purchase of technology. While this often isn’t a large amount of money, the legal procurement process is often seen as a barrier to introducing the technology at scale. By procuring the whole service with the innovative technology embedded, the benefits have been delivered at scale.

FACILITATING DELIVERY

One of the project’s procurement partners is Liverpool City Council: domiciliary care services are provided to elderly people by the Council to enable them to live at home at an annual cost of over £15 million.

Involvement in the project provided the team with the opportunity to redesign the model of care to include technology as an integral part of the service. Prior to involvement in STOPandGO, the Council was planning to tender these services and had not previously considered requiring providers to adopt ICT. The costs of investment in ICT-enabled services had been perceived as prohibitive, however STOPandGO co-financing provided an opportunity to finance the ICT service as part of the overall service delivery.

As a result of the procurement process, there are now a number of benefits associated with the service. This includes improving monitoring of service provision, payment by results, increased flexibility of the service and data-enabled urgent care interventions.

With the strong focus on the organisational aspects that are part of the project, it not only paves the way for a single procurement, but creates the favourable landscape for other innovations to flourish

Perhaps most significantly, it will lead to better quality of care for the same cost. As one report on the Liverpool project noted: 'This case study demonstrates how a PPI enabling procurement approach, together with well targeted grant funding, was used to transform social care service provision and create a framework for further adoption of technology.'

MAKING A POSITIVE IMPACT

Another area where STOPandGO has been implemented is in Sant Pau Hospital in Spain. The aim of the tender was to guarantee optimal efficiency along the arrhythmic patient care process, through the use of digital technologies, empowering patients and fostering coordination and co-responsibility between the hospital and successful bidder.

The tender specifications defined a new model of collaboration between the hospital and the service provider, where the supplier participates in all stages of the healthcare delivery process and shares the risks with the hospital. The contract's objective was to provide an integrated service with the final aim being the improvement of the patient's quality of life through an innovative care process and connections amid actors involved in service delivery. As Marcel Olivé Elias highlights: 'The new model was completed with the introduction of payment criteria linked to the health outcomes of the patients, as well as to service and technology performance, which turns into an improvement of the service delivered.'

In recognition of the innovative approach taken by Sant Pau, it was a finalist in the Healthcare Management of Patients category in an annual award ceremony for innovation management, which highlights results that have made a positive impact.

MORE WITH LESS

Since 2015, in the Netherlands, municipalities are responsible for all professional social care services. The government distributes funds to each municipality on a yearly basis, but has greatly reduced these budgets because they believe municipalities can offer more tailored and local services, which should be cheaper. This prompted the City of Helmond to put more effort into innovation. They chose 'dementia patients, pre and post

diagnosis, and their immediate informal caregivers' (around 12,000 people) as the target group for a STOPandGO tender. The City of Helmond went to the market using the Innovation Partnership procurement method, setting out what the problem is, who are the people suffering from this problem, and indicating areas where improvements could be realised. A modest budget of 100,000 euros was put on the table, and the market asked for an innovative solution to give concrete results.

Stephan Roijers, who drove the procurement in Helmond notes: 'The winning bid has surpassed our expectations in terms of the projected results, the number of people that will be able to benefit and the level of scalability that is offered. The STOPandGO process appears to have been very successful, and we will use this method for procurement of innovation more often in the near future.'

OPENING THE FLOOR

Each STOPandGO procurement has focused on a specific service along the continuum of care, from welfare or home services to specialised medical care and support after hospital discharge. Therefore, the procurement team offers a good coverage of the variety of topics relevant in the continuum of care.

The project has helped to find commonalities in services, triggering organisational innovation in models of care, increasing care coordination, fostering patient activation and strengthening managerial decisions.

At the end of the project, a consolidated release of the European Specification Template and Reference Business Case, suitable for use in all the European Regions to support EU strategies depicted in the Strategic Implementation Plan of the EIP on AHA, will be published. In order to further the work of the project and to enable it to be put into practice on a wider scale, this will be an accessible, practical and usable document. The consortium behind the project encourages others to take on the approach they developed, concluding: 'we want to open up the floor for them to contact us to learn about the approach.'

Project Insights

FUNDING

ICT Policy Support Programme as part of the Competitiveness and Innovation Framework Programme of the European Union

COLLABORATORS

Ann Williams (Liverpool City Council, UK) · Stephan Roijers (City of Helmond, Netherlands) · Ilse Bierhoff (Smart Homes, Netherlands) · Marcel Olivé Elias (AQuAS, Spain) · Dr. Xavier Viñolas (Hospital Sant Pau, Spain)

CONTACT

Ilse Bierhoff
Project Coordinator

T: +44 7730145634
E: contact@stopandgoproject.eu
W: <http://stopandgoproject.eu>

PROJECT COORDINATOR BIO

Ilse Bierhoff MSc studied human-computer interaction. Her expertise is applying knowledge from social sciences on problems related to the introduction of new technologies. In 2002, she joined Smart Homes and her main activities are in the field of the use of smart home technology in the care and cure sector.

Innovate UK
Knowledge Transfer Network

Gemeente Helmond



Agència de Qualitat
i Avaluació Sanitàries de Catalunya

HOSPITAL DE LA
SANTA CREU I
SANT PAU
UNIVERSITAT DE TARRAGONA I DE BARCELONA



Smart Homes



Liverpool
City Council

