



Newsletter

April 2025



What you can find in this newsletter:

- Final Updates on the PROCURE Project: Silo's Role in Coordination and Management by Science and Innovation Link - SILO
- PROCURE Community of Interest Forum (CoIF): Advancing Collaboration in Healthcare Procurement by Reference Sites Collaborative Network - RSCN
- PROCURE Delphi Study Identifies Key Elements for Successful Healthcare Procurement by Instituto Aragonés de Ciencias de la Salud - IACS
- Building Resilient Procurement Systems in Healthcare: Lessons, Dialogue, and Future Strategies by Servicio Andaluz de Salud - SAS
- Mark Your Calendars: The Final Conference – Procurement in Health for Uncertain Times



Co-funded by
the European Union

Funded by the European Union. Views and opinions expressed are however those of the author(s) only and do not necessarily reflect those of the European Union or the European Health and Digital Executive Agency (HADEA). Neither the European Union nor the granting authority can be held responsible for them.

Final Updates on the PROCURE Project: SILO's Role in Coordination and Management by SILO

As the PROCURE project enters its final stage, the activity dedicated to Project management and coordination, led by SILO, continues to serve as the backbone of the initiative, ensuring coherence, progress, and collaboration across the consortium. This central function has been essential to the smooth execution of the project, from technical planning to administrative execution and financial oversight.

Over the course of the project, this activity has ensured timely communication with the European Commission, provided the necessary guidance to all consortium partners, and closely followed the delivery of milestones and outputs. It has also ensured that the various strands of the project—from research and data collection to stakeholder engagement and

dissemination—move forward in a coordinated and efficient manner.

As the project moves into its final months, the coordination team is now focusing on supporting partners in the completion of their activities, ensuring the timely submission of deliverables and preparing for the upcoming final conference. The closing event in May 2025 will not only showcase the results of the project but will also serve as a platform to discuss the future of health procurement strategies at a European level.

The Project management and coordination team remains committed to ensuring that the project concludes successfully, delivering lasting value and practical impact across all participating regions and institutions.



PROCURE Community of Interest Forum (CoIF): Advancing Collaboration in Healthcare Procurement by RSCN

The PROCURE project has successfully launched the Community of Interest Forum (CoIF) - a dynamic online platform that brings together key stakeholders across Europe to collaborate, share insights, and drive innovation in healthcare procurement.

Over the past weeks, the CoIF has come to life through a series of engaging webinars and interactive activities led by the facilitators of each Thematic Area. These sessions provided a valuable opportunity to exchange knowledge, identify common challenges, and co-create

solutions with the active participation of healthcare professionals, policymakers, researchers, and other relevant actors.

Each Thematic Area hosted dedicated events to promote dialogue, gather input from the community, and reflect on best practices, with the ultimate goal of strengthening procurement systems across the EU.

In the sections below, we highlight the main achievements and discussions that emerged during these activities.

Thematic Area 1 (TA1) - Procurement Practices: Strengthening Resilience through Innovation

Coordinated by RSCN, this thematic area focused on how procurement practices can support the transformation of European healthcare systems by embracing innovation and enhancing system resilience. Through the Community of Interest Forum (CoIF), TA1 brought together stakeholders to reflect on real-world procurement challenges and explore emerging approaches such as Value-Based Procurement (VBP), Innovative Procurement, and Health Technology Assessment (HTA).

improved service integration, and a continued emphasis on cost over long-term value. It also highlighted the importance of digitalising procurement systems and addressing sustainability and social impact.

The outcomes of TA1 reinforce the need for a more strategic, collaborative, and future-oriented procurement approach—one that builds capacity across systems and enables the effective adoption of innovative, patient-centred solutions.



Two engaging webinars illustrated how integrated technological solutions can respond to complex healthcare needs—covering use cases such as antimicrobial resistance and community care for older adults. A simulation exercise allowed participants to experience the decision-making and implementation processes involved in innovative procurement. In parallel, a survey gathered valuable insights, revealing key challenges such as limited awareness of procurement goals, the need for



Thematic Area 2 (TA2) - Public Procurement and the Post-COVID Health System: Lessons, Vulnerabilities and Solutions

TA2 of the PROCURE project focuses on extracting lessons from the COVID-19 pandemic to strengthen European healthcare systems by improving public procurement processes. Led by authorities from Romania, including Hospital Clinic Judetean Sfantul Spiridon Iasi - SPS and the National Centralized Health Procurement Authority - NCHPA, this thematic area has brought together experts, contracting authorities, and key stakeholders to analyze the challenges faced, bottlenecks identified, and propose effective, sustainable solutions.

Through the Community of Interest Forum (CoIF), structural and operational weaknesses were identified, such as the lack of digitalisation, the need for more agile legal frameworks during emergencies, and the importance of transparency and accountability in public procurement. The pandemic also highlighted the urgency of having strategic reserves, protected and trained healthcare personnel, and robust logistical systems that allow for rapid response.

The cases from Greece and Romania provided concrete insights into national challenges: outdated hospital infrastructure, migration of healthcare personnel, and treatment delays due to overwhelming patient demand. At the same time, good practices such as the rapid establishment of vaccination and testing centres and collaboration with the private sector were highlighted.

TA2 also explored proposals from the academic sphere, emphasizing the need to digitalize auditing processes, strengthen the independence of auditing bodies, and improve coordination between institutions. Overall,

this thematic area underscores that preparing more resilient healthcare systems requires reforming public procurement, focusing on digitalisation, intersectoral cooperation, and legal frameworks that enable swift and transparent actions during times of crisis.

Thematic Area 3 (TA3) - Security of Supply: Prevention and Mitigation Strategies

As part of the PROCURE project's Community of Interest Forum - CoIF, Thematic Area 3, led by IACS, focused on strategies to anticipate, prevent, and mitigate disruptions in healthcare supply chains. A two-part webinar series explored the vulnerabilities of these supply chains and the tools available to address them effectively.

The first webinar highlighted challenges such as supplier dependency, lack of transparency, and insufficient real-time data, which expose supply chains to risks during crises like pandemics. The second session introduced strategies for enhancing resilience, including stock management, early warning systems, and diversifying suppliers to reduce risks. Best practices were shared, such as those from the Aragon Health Service (SALUD), which reduced out-of-stock incidents to just 0.01% through proactive measures.

The webinars also emphasized the importance of collaboration, open procurement procedures, and digital tools to mitigate disruptions when they occur. A follow-up guide was shared to support compliance with EU regulations, strengthening transparency in healthcare procurement.

This series demonstrated the value of knowledge exchange in building more resilient healthcare supply chains, highlighting the need for proactive planning, data-driven decision-making, and collaboration across the supply chain ecosystem.



Thematic Area 4 (TA4) - Rethinking Procurement: A Pathway to Greener, More Resilient Healthcare

Thematic Area 4 of the PROCURE project, led by MedTech Europe, focused on integrating environmental sustainability into healthcare procurement.

This area tackles the dual challenge of delivering high-quality care while reducing the sector's environmental footprint, a critical issue in the context of climate change and resource scarcity.

Through two webinars, stakeholders explored how embedding environmental, social, and governance (ESG) considerations into procurement can drive sustainability and resilience in healthcare. The first session, highlighted the environmental cost of healthcare, which contributes significantly to CO2 emissions, waste, and resource depletion. A case study from Erasmus MC revealed that 60% of emissions come from upstream supply chains, with pharmaceuticals contributing to 40% of that total. Experts emphasized that procurement should move beyond price-driven decisions and adopt a total value chain approach, including practices like life-cycle assessments and "green tendering" to foster a more circular, value-based procurement model.

The second webinar, focused on the role of medical technologies in supporting greener healthcare. Speakers discussed innovations in medical devices that can reduce unnecessary interventions, shorten hospital stays, and enable earlier diagnoses, ultimately cutting emissions and improving patient outcomes. The "care pathway approach" was introduced to assess the full environmental impact of patient care, from diagnosis to treatment. A case study on gastrointestinal surgery showed how preventive measures like antibacterial sutures can reduce complications and

environmental impact, aligning with value-based healthcare principles.

Together, the two webinars demonstrated that sustainable healthcare is an achievable goal. By embracing collaboration, innovation, and system-wide thinking, procurement can drive the necessary changes towards a more sustainable healthcare system.

Thematic Area 5 (TA5) - Unlocking the Power of Innovation Procurement in Times of Crisis

Thematic Area 5 (TA5) of the PROCURE project focuses on Public Procurement of Innovation (PPI) to enhance public services, particularly in times of crisis. Led by SILO, TA5 explores how public procurement can drive innovation and improve healthcare systems by leveraging purchasing power.

The journey began with a webinar, led by Diana Cortés from SILO, which introduced PPI and its benefits, such as improving public services and solving societal challenges. Key points included the importance of using procurement to adopt innovative solutions and improve service efficiency.

A second webinar focused on testing innovations in real-world healthcare environments. Experts from Ticbiomed emphasized the importance of an adoption mindset and the conditions needed for successful PPI, such as stakeholder engagement and financial readiness.

TA5 has built awareness and capacity around PPI among various stakeholders. As the PROCURE project continues, TA5 will bridge knowledge with practice, making innovation procurement a key tool for building resilient healthcare systems across Europe.

[For more information](#)

[To register CoIF](#)

PROCURE Delphi Study Identifies Key Elements for Successful Healthcare Procurement by IACS



As part of its mission to improve public procurement in the healthcare sector, the PROCURE project recently conducted a comprehensive Delphi study led by the Institute for Health Sciences in Aragon (IACS). The aim was to gather expert consensus on the essential elements that define a successful Healthcare Public Procurement Process (HCPP).

To ensure a broad and balanced perspective, 29 experts from 10 countries participated in the Delphi process. These included procurers, suppliers, health policy makers, regulators, academics, and healthcare professionals. The study was structured in two online consultation rounds through a web-based questionnaire,

followed by a face-to-face meeting held in Zaragoza on 12–13 December 2024.

This iterative and participatory methodology enabled experts to reflect, revise, and agree on the core principles that should guide effective healthcare procurement practices across Europe. The final result is a comprehensive list of consensual criteria, which can serve as a benchmark for assessing the success and impact of public procurement processes in healthcare.

Key Findings from the Delphi Study

1. Legal Foundations: the study underscored the importance of a clear and robust legal framework that governs all stages of the

procurement process. Participants highlighted that strong legal guidance is a prerequisite for fairness, efficiency, and accountability.

2. Shared Understanding of Sustainability: the need for a unified and clear interpretation of sustainability was identified as a crucial factor. Procurement processes should incorporate shared values and goals related to environmental, social, and economic sustainability across all stakeholders.

3. Capacity Building and Professional Training: participants emphasised the need for continuous training and capacity building for all actors involved in procurement, ensuring that professionals have the knowledge and tools to manage complex and evolving processes.

4. Standardised Metrics and Indicators: the adoption of standard performance metrics was seen as essential for monitoring, evaluating, and improving procurement outcomes. These indicators would help track supplier performance and promote transparency.

5. Preparedness for Emergencies: flexibility within the legal framework to address emergency situations—such as pandemics—was another key insight. Experts agreed that systems should allow for rapid responses without compromising compliance.

6. Outcome-Based Evaluation: the group highlighted the importance of evaluating procurement processes not only in economic terms but also in terms of outcomes for patients and healthcare professionals.

7. Transparency, Fairness, and Equal Treatment: transparency, equal treatment of bidders, and fair competition were repeatedly cited as foundational principles. Ensuring these elements strengthens trust in the procurement system and enhances efficiency.

The insights and consensus reached during this Delphi study represent an important

step forward in the effort to strengthen healthcare procurement across the EU. The final list of key elements will be made available on the PROCURE project website, offering policymakers, procurers, and stakeholders a valuable reference for improving current practices and shaping future strategies.

By drawing on expert knowledge and fostering cross-country collaboration, the PROCURE project continues to support the creation of more resilient, equitable, and sustainable healthcare procurement systems.

For more information



Building Resilient Procurement Systems in Healthcare: Lessons, Dialogue, and Future Strategies by SAS



As part of the PROCURE project, efforts are underway to strengthen the resilience of healthcare procurement systems across the European Union. These activities aim to develop strategic recommendations that promote adaptability, collaboration, and continuity—particularly during times of health crisis.

The foundation of this work lies in the findings of two major activities: the Observational Study and the Delphi Consultation Process. Together, they have provided evidence-based insight and helped define the priorities for the ongoing structured dialogue sessions.

From Evidence to Engagement

The observational study offered a detailed view of how procurement practices evolved during the COVID-19 pandemic. It highlighted the need for more flexible procurement processes and uncovered a range of innovative responses from Member States.

The Delphi consultation process complemented these findings by bringing together expert opinions to identify consensus on best practices and innovative solutions. These insights have informed the topics addressed during structured dialogues and helped prioritise the most impactful strategies.

Structured Dialogue Sessions: A Collaborative Approach

To ensure that policy recommendations are grounded in real-world experience, structured dialogue sessions bring together a wide range of stakeholders. These include public authorities, private sector representatives, and procurement professionals from diverse geographical and institutional backgrounds.

The dialogues are designed to promote open, inclusive, and solution-oriented conversations, enabling participants to share experiences, discuss common challenges, and co-develop practical recommendations.

Crafting Strategic Recommendations for Europe

The key output of these efforts is a set of policy recommendations to enhance procurement resilience across Europe. These proposals aim to ensure that healthcare systems can better face future crises and continue delivering essential services without disruption.

Some of the main priorities include:

- Creating flexible procurement systems that can rapidly adapt to urgent needs.
- Strengthening collaboration between public and private stakeholders.
- Ensuring preparedness and continuity in the delivery of critical services.
- Implementing standardised indicators and performance metrics for greater transparency and accountability.

These recommendations are based on stakeholder input and evidence research, offering a path towards more agile and robust procurement systems that prioritise both efficiency and patient outcomes.

Through these collaborative processes, the PROCURE project is laying the groundwork for a more sustainable, equitable, and responsive healthcare procurement landscape in Europe.

[For more information](#)





Mark Your Calendars: The Final Conference – Procurement in Health for Uncertain Times

Join us in Madrid for an important event that will bring together collaboration and innovation in healthcare procurement across Europe.

The Final Conference – Procurement in Health for Uncertain Times is a unique joint event hosted by the [PROCURE](#) and [Procure4Health](#) projects. This conference is designed for public buyers, policymakers, healthcare professionals, and innovation leaders who are ready to rethink how we procure for resilience.

Why Attend?

- Explore real-life case studies and discover advanced procurement tools
- Connect with experts and peers from across Europe
- Gain insights into the latest trends, policies, and collaborative models
- Be part of a movement shaping the future of healthcare procurement

FINAL CONFERENCE

Madrid, 20-21 May 2025

Procurement in health for uncertain times

An event to foster the exchange of knowledge, experience and practices among professionals and stakeholders in the health procurement sector

- Location: Fundación Carlos de Amberes, Madrid (Spain)
- Dates: 20–21 May 2025

REGISTER NOW

Don't miss this opportunity to engage with two leading EU projects and contribute to meaningful change in public procurement for health.