

PROCURE public procurement strategies

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Servicio Andaluz de Salud (SAS)

21st of May
Madrid

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GRANT AGREEMENT NUMBER – 101128437



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P R O C U R E

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Laying the Groundwork for Resilient and Responsive Healthcare Systems Across Europe



PROCURE

PROCURE is an EU initiative that evaluates the **impact of the pandemic on procurement practices** and organizations across 10 participating Member States.

PROCURE's ultimate OBJECTIVE is to strengthen the resilience and efficiency of current procurement practices the European Union to ensure that public health systems are well-prepared for any future crisis.



Project Methodology

Phase I

Observational study

Valuable **insights** into current **procurement practices** across each participating member state (MS).

It helped to identify **key topics** for further evaluation and strategic consideration.

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Phase II

Delphi methodology

Consensus and prioritisation of the key topics highlighted in the observational study:

PROCUREMENT PRACTICES

COVID-19 LESSONS LEARNT

SECURITY OF SUPPLY

SUSTAINABILITY

PROCUREMENT OF INNOVATION

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Phase III

Structured Dialogues

+

Country specific workshops

Develop action plans for each topic prioritised during the Delphi process and **define strategies at the European level.**

Adaptation of these strategies to the national context.

FINAL OUTCOME



Building Strategic Foundations for Resilient Healthcare in Europe

Action plan 1: Procurement Practices

The action plan for Procurement Practices reflect a shared ambition: to **make healthcare procurement more strategic, transparent, collaborative, and resilient**—anchored in **value, driven by innovation, and responsive to the needs** of both people and healthcare systems.

Strategies Collaboration
Resilience Transparency
Value Innovation
Responsive People

Building Strategic Foundations for Resilient Healthcare in Europe

Action plan 1: Procurement Practices



These focus areas reflect a **comprehensive and forward-looking** approach to **transforming healthcare procurement** across Europe.

The importance of not only modernising procurement processes but also **ensuring they are fit for future challenges**.

Focus areas defined by collective insight

1. **Simplification and Optimization of Public Procurement Processes and Practices.**
2. **Value-Based and Cost-Effective Healthcare Procurement**
3. **Establish a tailored European legislative framework for healthcare procurement.**
4. **Digital Innovation and Technology Integration in Procurement processes and practices.**
5. Strategic planning to improve efficiency, ensuring transparency, and increasing flexibility in public and private spending
6. Collaborative Procurement (e.g.: Cross-border, Public-Private, Partnerships, and Stakeholders)
7. Transparency of Procurement Healthcare Data and Accountability.
8. Centralised Stock Strategies.
9. Professional Development and Capacity Building
10. Supply Chain Risk Monitoring and Management

Laying the Groundwork for Resilient and Crisis-Ready Healthcare Procurement

Action plan 2: COVID-19 Lessons Learnt

The action plan for COVID-19 Lessons Learnt aims to ensure that Europe's health systems are not only **better equipped to respond to future public health emergencies** but are also **more coordinated, agile, and resilient**.

Preparedness Resilience
Transparency Flexibility
Collaboration **Governance**
Capacity-building
Innovation



Laying the Groundwork for Resilient and Crisis-Ready Healthcare Procurement

Action plan 2: COVID-19 Lessons Learnt



These focus areas **reflect a collective commitment** to making healthcare procurement systems **more agile, strategic, and prepared** for future public health emergencies.

Emphasis on the **need for strategic stock** management, legal and operational **readiness**, resilient supply chains, **transparent and adaptable procurement systems**.

Focus areas defined by collective insight

1. Strategic Management and Maintenance of Stock for Essential Medical Supplies.
2. Optimising a Legal and Operational Framework for Health Procurement for Future Public Health Emergencies.
3. Strategic Supply Chain Management & Market Shaping.
4. Resilient and Responsive Healthcare Procurement: Integrating Flexibility, Transparency, and Stakeholder Engagement.
5. Capacity Building for Effective Emergency Response
6. Proactive Healthcare Emergency Preparedness: Risk Assessment, Cross-border collaboration, Gap Analysis, and Strategic Development

Shaping a Resilient Future through Coordinated Supply Chain Governance

Action plan 3: Security of Supply Chain

The action plan aims to strengthen the security, stability, and resilience of healthcare supply chains across Europe. It focuses on improving governance and policy frameworks, actively managing procurement processes, and assessing risks before they disrupt operations.

Optimisation Risk
Resilience Policy
Collaboration Governance
Capacity-building
Visibility



Shaping a Resilient Future through Coordinated Supply Chain Governance

Action plan 3: Security of Supply Chain



These focus areas outline a comprehensive vision for strengthening the security and stability of healthcare supply chains.

To ensure long-term resilience, the approach **emphasises scalable policy frameworks, crisis preparedness, and investment in workforce capacity** and expertise.

Focus areas defined by collective insight

1. Strategic Governance for Supply Chain Security.
2. Optimisation and Active Management of Procurement Processes and Practices.
3. Supply Chain Risk Assessment & Management.
4. Coordination, Collaboration and Communication with Key Stakeholders in Supply Chain Security.
5. Scalable Security Policy Framework for Supply Chain Stability.
6. Operational Resilience and Crisis Preparedness.
7. Supply Chain Visibility and Traceability
8. Capacity Building & Expertise Development

Embedding Sustainability in Every Step of Procurement

Action plan 4: Sustainability

The action plan aims to fully **integrate sustainability into procurement** by aligning policies, standardising criteria, and promoting best practices that balance **economic viability with environmental protection and social responsibility**.

Environment Economics
Ethics Policy
Social Harmonisation
Capacity-building

Embedding Sustainability in Every Step of Procurement

Action plan 4: Sustainability



These focus areas articulate a clear vision for embedding sustainability at the core of procurement processes.

Emphasises on **aligning regulations across the EU**, equipping procurement professionals with **the right tools and skills**, and **embedding sustainability** into every stage of the **procurement lifecycle**.

Focus areas defined by collective insight

1. Policy and Regulatory Alignment for Sustainable Procurement
2. Efficient and Effective Implementation of Sustainable Procurement Practices
3. Economic Sustainability in Procurement Management
4. Strategic Training and Specialisation for Sustainable Procurement
5. Environmental Sustainability through Green Procurement
6. Harmonised Sustainability Criteria and Tools
7. Social and Ethical Sustainability in Procurement

A Future-Ready Approach to Procuring Healthcare Innovation

Action plan 5: Procurement of Innovation

The action plan aspires to make **procurement a key enabler of healthcare innovation**. It aims to **shift toward value-driven purchasing**, enhance legal and financial agility, and strengthen partnerships across sectors.

Value Financing
Flexibility Collaboration
Digitalisation
Capacity-building

A Future-Ready Approach to Procuring Healthcare Innovation

Action plan 5: Procurement of Innovation



These focus areas define a strategic framework to accelerate the adoption of innovation in healthcare procurement.

Advocacy for **value-based approaches, regulatory flexibility, and digital transformation** while encouraging stronger **collaboration between public and private actors**.

Focus areas defined by collective insight

1. **Value-Based Procurement**
2. **Legal Considerations and Regulatory Flexibility for Innovation Procurement**
3. **Capacity Building & Training for Innovation Procurement**
4. **Financial & Economic Strategies for Procurement and Adoption of Innovation**
5. Foster Collaboration between public and private sectors in Procurement of Innovation
6. Digital Transformation of Healthcare Procurement

Conclusions



A **shared European vision** for health procurement and supply systems that are **transparent, collaborative, and crisis-ready**. It captures a commitment to:

CROSS-BORDER COORDINATION & STAKEHOLDER COLLABORATION

CLEAR, ALIGNED AND TRACEABLE FRAMEWORKS

FLEXIBLE AND RESPONSIVE SYSTEMS

A BALANCE OF SOCIAL, ECONOMICS AND ENVIRONMENTAL VALUES

Project partners involved in defining this strategic process are also preparing a scientific paper, to be submitted in the coming months, which will present the methodology and results in detail.

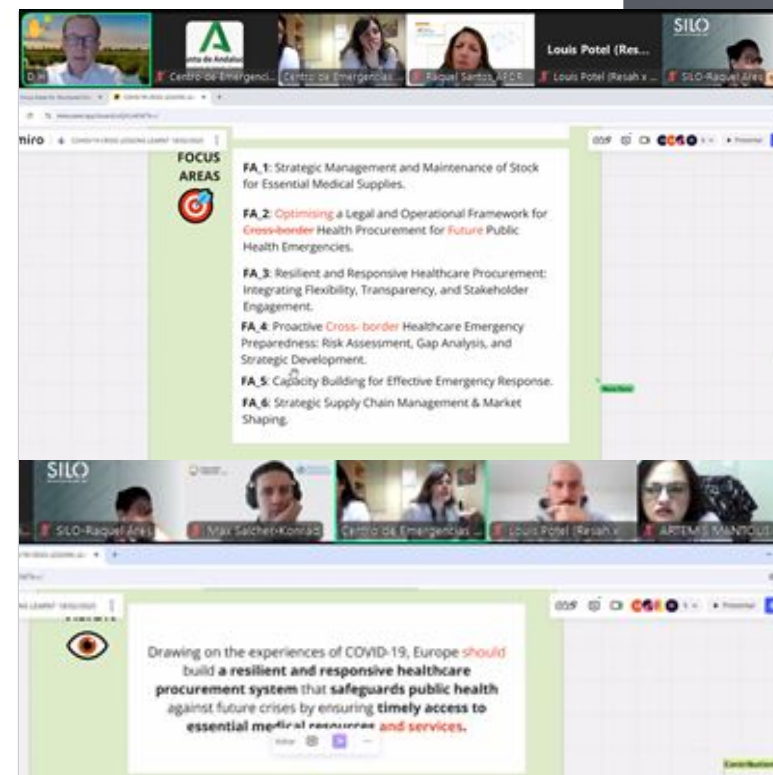
Acknowledgements

Our **sincere thanks to all stakeholders** who dedicated their time, insights, and energy throughout this process. Your engagement has been essential in shaping a shared path forward.

A Big Shout-Out to All Stakeholders from: **Spain, Portugal, France, Austria, Belgium, Italy, Greece, Hungary, Romania and Sweden!**

If you're passionate about shaping smarter, fairer, and more resilient healthcare procurement in your country — **we invite you to be part of the national workshops.**

Whether you're from policy, procurement, healthcare, academia, or industry — **your voice is essential** in turning strategy into action.



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Phase III: Strategic Dialogues and Policy Recommendations for Resilient Health Procurement

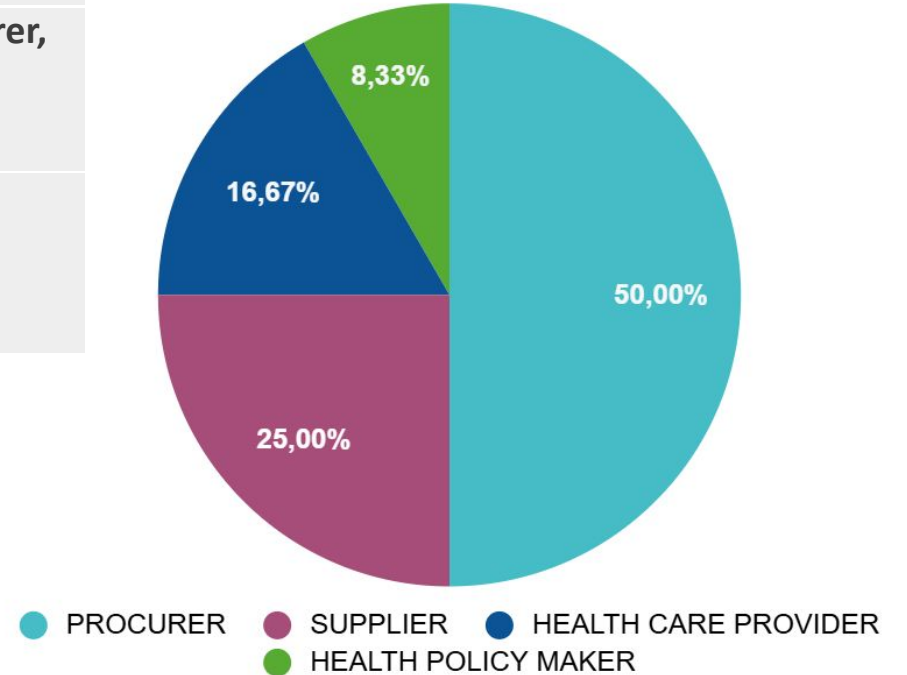


Develop **preliminary action plans** on key topics by integrating stakeholder perspectives. This approach enables us to create **tailored strategies to address the specific needs** of each country while also addressing **common priorities across member states**.

ACTION PLAN DRAFT	STRUCTURED DIALOGUE SESSION	HEALTH PROCUREMENT STRATEGIES PER MS	COUNTRY SPECIFIC WORKSHOPS	EU HEALTH PROCUREMENT POLICY RECOMMENDATIONS
Each stakeholder from the 10 member states developed an action plan , detailing relevant focus areas for each of the prioritised topics.	Stakeholders met to agree on a common EU-level action plan , aligning on mission and vision, setting immediate priorities, and outlining national implementation strategies with key actors.	Building on the action plans and discussions from the structured dialogue session, new health procurement strategies were developed for each MS .	Each document was reviewed in a workshop within every country , involving relevant stakeholders identified by the country leaders, to refine the strategies.	The final outcome of all previous stages is the development of policy recommendations at the EU level .

Collaborative Voices: The Stakeholder Profiles Driving Change

Representation	At least one representative from each country participated in the dialogues.
Most Represented Profile	The most represented profile was the procurer , accounting for 50% of the total stakeholders engaged.
Targeted Participation	Not all stakeholders participated in every dialogue. Country leaders selected the most relevant participants for each specific topic.



Topic 1: Procurement Practices

Focus areas defined by collective insight

1. Simplification and Optimization of Public Procurement Processes and Practices.
2. Value-Based and Cost-Effective Healthcare Procurement
3. Establish a tailored European legislative framework for healthcare procurement.
4. Digital Innovation and Technology Integration in Procurement processes and practices.
5. Strategic planning to improve efficiency, ensuring transparency, and increasing flexibility in public and private spending
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9. Professional Development and Capacity Building
10. Supply Chain Risk Monitoring and Management



These focus areas reflect a **comprehensive and forward-looking** approach to **transforming healthcare** procurement across Europe.

Topic 2: COVID-19 Lessons Learnt

1. Strategic Management and Maintenance of Stock for Essential Medical Supplies.
2. Optimising a Legal and Operational Framework for Health Procurement for Future Public Health Emergencies.
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5. Capacity Building for Effective Emergency Response
6. Proactive Healthcare Emergency Preparedness: Risk Assessment, Cross-border collaboration, Gap Analysis, and Strategic Development



These focus areas reflect a collective commitment to making healthcare procurement systems more agile, strategic, and prepared for future public health emergencies.

Topic 5: Procurement of Innovation

1. Value-Based Procurement
2. Legal Considerations and Regulatory Flexibility for Innovation Procurement
3. Capacity Building & Training for Innovation Procurement
4. Financial & Economic Strategies for Procurement and Adoption of Innovation
5. Foster Collaboration between public and private sectors in Procurement of Innovation
6. Digital Transformation of Healthcare Procurement



These focus areas define a strategic framework to accelerate the adoption of innovation in healthcare procurement.

Topic 3: Security of Supply Chain

1. Strategic Governance for Supply Chain Security.
2. Optimisation and Active Management of Procurement Processes and Practices.
3. Supply Chain Risk Assessment & Management.
4. Coordination, Collaboration and Communication with Key Stakeholders in Supply Chain Security.
5. Scalable Security Policy Framework for Supply Chain Stability.
6. Operational Resilience and Crisis Preparedness.
7. Supply Chain Visibility and Traceability
8. Capacity Building & Expertise Development



These focus areas outline a comprehensive vision for strengthening the security and stability of healthcare supply chains.

Conclusions

1. Establish a unified EU approach to streamline, modernise, and align healthcare procurement practices — ensuring value, transparency, and rapid responsiveness across all member states.
2. Enhance EU-wide preparedness by embedding flexibility and coordination into procurement systems — enabling faster, more effective responses to future health crises.
3. Reinforce EU-wide supply chain governance by advancing risk-informed strategies, boosting traceability, and enhancing cross-border coordination to secure uninterrupted access to supplies.
4. Integrate environmental, social, and economic sustainability criteria into EU procurement frameworks — driving green, ethical, and future-proof health systems through harmonised tools and capacity building.
5. Enable innovation-driven procurement across the EU by fostering regulatory flexibility, public-private collaboration, and targeted investment in digital and value-based solutions.