

PRACTICAL GUIDE TO MARKET INQUIRY 4.0

Reinventing market
enquiries

Código
100

XUNTA DE GALICIA

PUBLISHES
XUNTA DE GALICIA
CONSELLERÍA DE SANIDAD
AXENCIA DE COÑECEMENTO EN SAÚDE

LOCATION
SANTIAGO DE COMPOSTELA

YEAR
2019

DESIGN AND PRINTING
TÓRCULO COMUNICACIÓN GRÁFICA, S. A.

LEGAL DEPOSIT
C XXX-2019



PRACTICAL GUIDE TO MARKET ENQUIRIES

4.0

Reinventing
market enquiries

Código
100



INDEX

MOTIVATION AND STRUCTURE OF THE GUIDE

7

Part I

WHAT ARE PRELIMINARY MARKET ENQUIRIES?

9

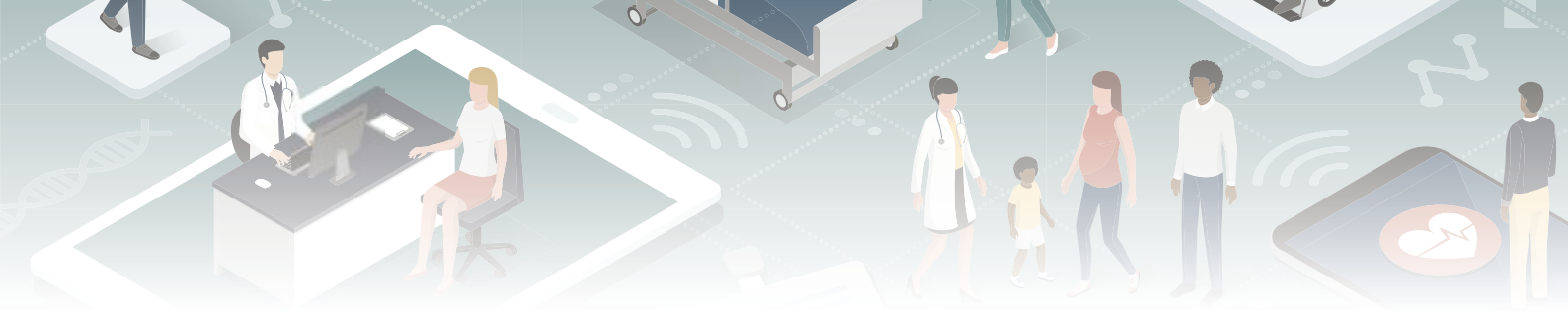
1	A NEW ERA IN PUBLIC PROCUREMENT AND INNOVATION POLICIES	9
2	WHAT ARE MARKET INQUIRIES?	10
3	WHAT LEGAL FRAMEWORK REGULATES THEM?	10
4	WHAT STEPS SHOULD BE TAKEN TO PREPARE A MARKET ENQUIRY?	11
5	HOW LONG DO THEY LAST?	12
6	WHO IS INVOLVED?	13
7	WHAT ARE THE BENEFITS?	13

Part II

HOW DO YOU CONDUCT A PRELIMINARY MARKET ENQUIRY?

15

8	STEP BY STEP OF A PRELIMINARY ENQUIRY TO THE MARKET	15
8.1	PREPARATION PHASEN	15
8.1.1	Step 1. Build a team	16
8.1.2	Step 2. Preparation of documentation	17
8.1.3	Step 3. General and specific action plans	20
8.1.4	Step 4. Initial technology watch	22
8.2	DEVELOPMENTAL STAGE	23
8.2.1	Step 5. Launching of the call	24
8.2.2	Step 6. Conferences and workshops with the technological offer and users	25
8.2.3	Step 7. Collection of innovative solutions	28
8.2.4	Step 8. Deepen technology watch	29
8.2.5	Step 9. Evaluation of innovative solutions	60
8.3	CLOSING PHASE	31
8.3.1	Step 10. Preparation of the report on the closing of market consultations	31
8.3.2	Step 11. Presentation of the results of the market consultations	32
8.3.3	Step 12. Preparation of documentation to promote collaboration	34
8.3.4	Step 13. Presentation of future contracts	35
8.3.5	Step 14. Process Feedback	37



Part III

ANNEXES

	43
Annex 1	
RACI METHODOLOGY (Responsible, Accountable, Consulted and Informed)	44
Annex 2	
Sample document	
PRELIMINARY REQUIREMENTS SHEET	46
Annex 3	
Sample document	
INFORMATION COLLECTION FORM	47
Annex 4	
MODEL OF THE GENERAL ACTION PLAN	49
Annex 5	
TECHNOLOGY WATCH REPORT INDEX	51
Annex 6	
Social media outreach model	
PRESENTATION OF MARKET INQUIRIES	51
Annex 7	
Agenda of the day	
DISSEMINATION OF MARKET ENQUIRIES CÓDIGO 100	52
Annex 8	
Agenda of the day	
ROUND TABLE WITH EXPERTS	53
Annex 9	
EXAMPLE OF INFORMATION COLLECTION THROUGH WEB PLATFORM	54
Annex 10	
INTERNATIONAL EXPERT FILE	57
Annex 11	
EVALUATION MATRIX FOR INNOVATIVE SOLUTIONS	58
Annex 12	
MARKET INQUIRY REPORT INDEX	59
Annex 13	
Sample document	
RATE OF PROGRESSION	59
Annex 14	
Sample document	
FIELDS TO BE COVERED IN AN EARLY DEMAND MAP	60
Annex 15	
Sample document	
INDEX DOCUMENT PRESENTATION OF RESULTS	60
Annex 16	
Sample document	
INFORMATION COLLECTION SHEET	61
Annex 17	
Agenda	
PRESENTATION OF CÓDIGO 100 TENDERS	63
Annex 18	
SURVEY FORM TO ASSOCIATIONS IN THE CÓDIGO 100 PROJECT	65



MOTIVATION AND STRUCTURE OF THE GUIDE

This Practical *Guide to Market Enquiry 4.0: Reinventing Market Enquiry* sets out guidelines, recommendations and good practices regarding preliminary market enquiry, with the aim of transferring the experience of the *Servizo Galego de Saúde* (Galician Health Service) to other public entities, given that it was the first Spanish entity to carry out a preliminary market enquiry within the framework of Public Procurement of Innovation (PPI) in 2012 and has continued to innovate and incorporate recommendations from participating agents over the years.

This Guide was created with the mission of responding to **5 key objectives**, which will make it a basic document for all agents involved in market enquiries:

- 1 **REFERENCE:** To serve as a reference to less experienced public entities, in terms of consulting the market, giving a vision from a holistic approach, both theoretical and practical.
- 2 **RESOLVE QUESTIONS:** To help all those entities that are considering participating in a market enquiry, but do not know what steps to take, by offering a simple step-by-step route for market enquiries.
- 3 **TO BE AN INSTRUMENT FOR OTHER GUIDELINES:** To serve as an input for the elaboration of other guides or market enquiry reports, where the different results are published in a clear way, respecting the principles of equality, transparency and free competition detailed in article. 132, of the new Public Sector Contracts Law 9/2017, of 8 November, on Public Sector Contracts, which transposes into Spanish

law the Directives of the European Parliament and of the Council 2014/23/EU and 2014/24/EU, of 26 February 2014, hereinafter LCSP.

- 4 **EVIDENCE BENEFITS:** Exposing the concrete benefits offered by a process of preliminary enquiries to the market, for all the agents involved, will seek to present the experiences in first person.
- 5 **SHOW RESULTS:** Exposing the actions implemented in the process of enquiries to the market in the Health Innovation Plan Código 100, as well as the results obtained.

To achieve these five objectives, the Guide has been structured as follows:

Part I

WHAT ARE MARKET INQUIRIES?

This is a more theoretical view, where the origin of market enquiries is explained, what they are, how they are regulated, how they are instrumentalized, duration, participants and the benefits they report.

Part II

HOW DO YOU CONSULT THE MARKET?

This is a more practical view, where the activities of the market enquiry phases are identified and described, how they should be done, the estimated time of execution, actors involved, tips to take into account and the experience of Servizo Galego de Saúde through the market enquiry process of the Health Innovation Plan Código 100.

Model documents are included in the tools section, which can be consulted in the Annexes section.

In short, this Guide is intended as a support document for all **public and private entities**, as well as **individuals** interested in learning about the functioning and implementation of preliminary market enquiries under the new Public Sector Contracts Law L9/2017.



Part I

WHAT ARE PRELIMINARY MARKET ENQUIRIES?

1

A NEW ERA IN PUBLIC PROCUREMENT AND INNOVATION POLICIES

Public procurement is a key aspect of public investment, as it stimulates countries' economic development and represents an important element in boosting domestic markets, as well as the single market.

Public procurement represents about 19% of the EU's GDP, making it a key channel for European structural and investment funds that have a high impact on the daily lives of all citizens.

It is the instrument used by governments for the acquisition of goods and services for all citizens, but it also offers opportunities to companies, as it encourages private investment and contributes to growth and employment in each of the Member States.

The great potential of public procurement generates an opportunity to act on innovation from the point of view of the demand of the Public Administrations. Until a few years ago, the trend in policies designed to promote R&D&I was towards the use of instruments that act on the supply side (supply-side policies). However, public intervention on innovation from the demand side (demand policies) is beginning to define a new model of intervention, where Public Administrations use the opportunities of public treatment to promote innovation in their fields of action, thus improving the competitiveness of their productive fabric.

Within these policies for the promotion of innovation from the demand side, is framed the Public Purchase of Innovation (PPI), being this an administrative procedure of contracting, with which it is possible to satisfy those needs for which there is no commercialized solution. ICC pre-tends to bridge the gap between processes, state-of-the-art technology and the public sector customers or users who can benefit from them.

The Europe 2020 Strategy has given a key role to public procurement, through the fourth generation of Directives 2014, and now, with the new Public Sector Contract Law, henceforth LCSP, published on November 9, 2017, which incorporates the directives of the European Parliament and the Council of 26 February 2014, 2014/23/EU on the award of concession contracts and Directive 2014/24/EU of the European Parliament and of the Council of 26 February 2014, hereinafter referred to as 2014/24/EU, on public procurement, which repeals Directive 2004/18/EC, thus producing a single legal text.

The new LCSP is “*a law for a new era*”, in which “*public procurement plays a key role, since it is one of the instruments based on the internal market that must be used to achieve intelligent, sustainable and inclusive growth, while at the same time guaranteeing a more economically rational use of public funds*”.

This law aims to promote integrity, social, environmental and innovative aspects, as well as the participation of SMEs in public procurement.

In this new regulatory and strategic framework, it is worth highlighting the concept of **preliminary market enquiries**, which should not be directly associated with IPP contracts, but considered as a “*good practice*” to be carried out in any type of contracting. It is true, however, that in the field of the ICC it is becoming an indispensable practice.

2 WHAT ARE MARKET INQUIRIES?

Preliminary market enquiries are a **tool or practice** of feedback, which is developed during the preparatory phase of the contract (pre-contractual phase), where the public entities with whom the traffickers are dealing carry out **enquiries with the aim of**

obtain information on market capacity, the state of technology and inform economic operators about projects and requirements of procurement sources. The main objective is **to obtain information from the market** with a view to further procurement and to inform potential suppliers about the needs of the public entity.

Until now, the solution to the needs of public entities has been determined by economic operators. The new model transforms **economic operators into active agents** who collaborate in the definition of solutions for current needs.

In order to mobilise the market, it is necessary to know how the market is evolving in terms of the needs it is intended to satisfy. Thus, the **market enquiries aim at defining the solution through necessity**. The main objective, therefore, is to turn potential suppliers into active agents who collaborate in the definition of solutions for the current needs of Public Administration.

The dialogue with the market starts from the needs that the contracting entity intends to satisfy, which must have been identified beforehand. Once concluded, an analysis will be made of whether the needs can be met and whether there are sufficient suppliers to generate effective competition; a document will be published summarising the results obtained and refining the need with input from the participants in the market consultation. Once this process is concluded, the relevant bidding process will be initiated.

3 WHAT LEGAL FRAMEWORK REGULATES THEM?

Innovation has become one of the EU's main objectives. In recital 95 of the Directive 2014/24/

EU states that *"it is important to exploit fully the possibilities offered by public procurement to promote innovation"*.

In this sense, traditional public procurement is undergoing a substantial change and the regulation of mechanisms to stimulate demand by the public sector, such as the ICC, is contributing to this.

In this context, in **complex public procurement**, it is essential to resort to "The main problem usually lies in the lack of definition of the subject matter of the contract and in the fact that the rate of adaptation to innovation by public purchasers may be low in relation to the actual market offer.

With the new LCSP, which incorporates Directives 2014/23/EU and 2014/24/EU, a window of opportunity is opened to give a strategic vision to public procurement using market consultations *"in order to prepare the tender properly and to inform the economic operators of the plans for the recruitment of the body concerned and of the requirements it will require in order to take part in the procedure"*.

The main aspects related to market enquiries are covered in two articles in the LCSP:

- **Article 115**, which indicates that the relevant information must be collected and published, there is a sufficient time limit for submitting proposals. Similarly, it must be published in the contractor's profile when the enquiry will take place and who the external experts are, publishing the reasons why they have been selected. The powers awarded of the procurement procedure, provided that such advice does not have the effect of distorting competition and does not lead to violations of the principles of non-discrimination and transparency.
- **Article 70**, which states that the specifications shall be drawn up taking into account the results of the market consultations.

It is particularly important to ensure the **principle of transparency**, referred to in Article 132 of the LCSP. This principle is intended to ensure that there is no risk of favouritism and arbitrariness on the part of the contracting authority. The latter requires that all the terms and conditions of the tendering procedure be clearly, precisely and unambiguously formulated in the contract notice or in the contract documents.

The principle of transparency is projected on the preliminary market enquiries, as a mechanism through which the result promotes clarity, pre-selection and univocality of the determinations of the future bidding. This is achieved, mainly, through the publicity of the enquiry and its results, predicting in the law the minimum content of what has to be publicized and the incorporation of the result report within the contracting file, always with the reservation of the **principle of confidentiality**, which is spoken of in Article 133 of the Law.

4 WHAT STEPS SHOULD BE TAKEN TO PREPARE A MARKET CONSULTATION?

In a theoretical way and following the *Guide for Authors on Public Procurement of Innovation*¹, published by the European Commission, three

¹ *Guide for public authorities on the public procurement of innovation* (published in 2014 and translated in January 2015). Web version available at: <http://www.contratosdelsectorepublico.es/DocumentosWEB/16.%20New%20LCSP/PPI-Platform-Guide-ES-Compra%20pública%20innovadora.pdf>.

main stages are identified for the market enquiry process:

- **Stage 1, Deciding on the scope of the enquiry:** In this stage, the contracting entity must identify the areas of attention and the **specific needs** of the users, as well as the potential innovations needed to satisfy them. Once the area of attention has been selected, it will analyse the market to determine which levels it should address (manufacturers, service providers, sub-contractors, system integrators, researchers, third sector, etc.).
- **Stage 2, Choosing the format and plan for involving the market:** The contracting entity must assess the use of questionnaires, forms, conferences, interviews and telephone, online and face-to-face meetings, which it will apply in each case. It will clearly indicate the time and resources needed to make the enquiry work and prepare the documents to be distributed as part of the consultation.
- **Stage 3, Consult and obtain information:** At this stage, it will publish a prior information

notice and publicise the consultation. It will be especially the company is careful to keep a record of the follow-up to the consultation, to prepare a summary of the results, to guarantee the confidentiality of the information provided at all times and to avoid distortion of competition.

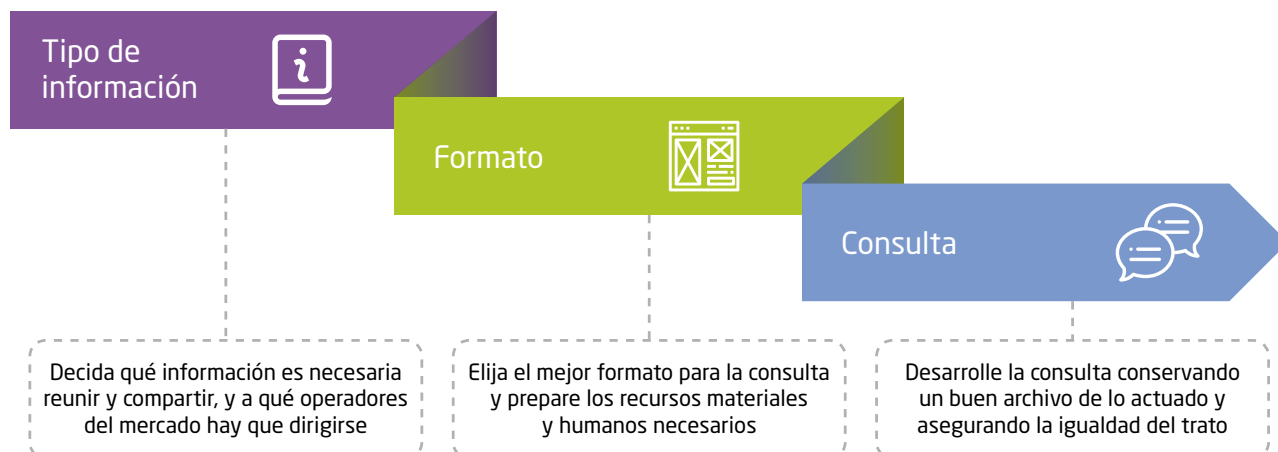
It is important to emphasize that under no circumstances may the coordinating body, during the market enquiry process, disclose to participants the solutions proposed by other participants. Furthermore, during this process it is imperative to respect the **general principles of free competition, equality, non-discrimination and transparency.**

5 HOW LONG DO THEY LAST?

The estimated time for developing a process of preliminary market enquiries varies depending on the scope of the project, ranging from a few weeks to several months. Likewise, several rounds of preliminary enquiries with the market may take place, with different formats and channels as they are based on the problems to be solved.

ILLUSTRATION 1. PHASES OF A MARKET ENQUIRY

SOURCE: GUIDE FOR AUTHORITIES ON PUBLIC PROCUREMENT OF INNOVATION



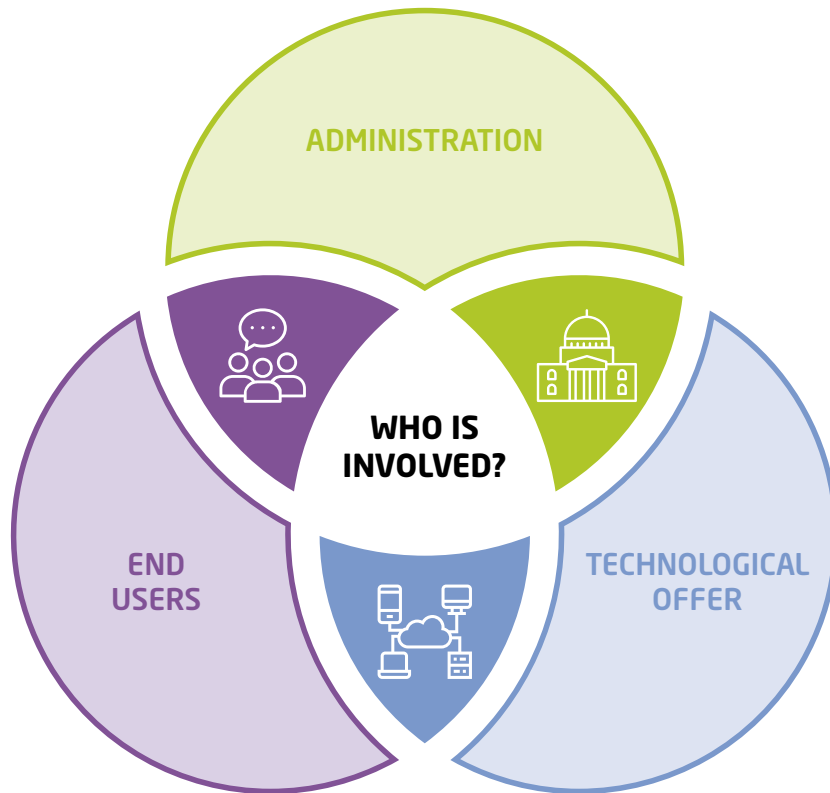


ILLUSTRATION 2. PARTICIPANS IN A MARKET ENQUIRY

SOURCE: OWN ELABORATION

6 WHO IS INVOLVED?

The call must be completely open, addressed to all those natural or legal persons who have the will to participate, it is important not to limit the enquiry only to the sector of the problem.

7 WHAT ARE THE BENEFITS?

The market enquiries offer the opportunity to find new high added value solutions by making multiple agents (citizens, PPPs, companies, universities, technology and R&D centres, etc.) interact in a new

way in an open innovation scenario. The big advantage is that all the agents involved make a profit.

What are the benefits of making market inquiries to administrations?

- The enquiries provide knowledge of the market, and in particular of the state of technology, science or experience that is lacking internally.
- They involve harnessing the innovative potential of suppliers and providing easy access to innovative companies, especially SMEs.
- They help to promote solutions with a high degree of innovation that will improve public services.

- They make it possible to focus the production of technical specifications on areas where there is a lack of clarity and to adapt technical solvency to market conditions in order to ensure competition at the tendering stage.
- It favours the interrelation and collaboration between the agents of the innovation ecosystem (companies, technological research and innovation centres, universities, development agencies, etc.) for the presentation of joint offers that better respond to the needs of the Administration.

What are the benefits of participating in a market enquiry process for technology supply entities?

In the case of technology offerings that are willing to share their knowledge, participation in a process of preliminary market enquiries will provide them with a great deal of knowledge about the problems and needs of the public administration, which will translate into:

- Increased knowledge of the needs of the Administration and future trends, which puts them in a better position to present a better value offer at the contractual stage.
- To have the ability to infer in the functional plans of future hiring associated with the market enquiry process.
- Identify synergies with other entities participating in the market enquiry process, which can be extended to future projects.

- Approach to the needs of the users which will allow them to have valuable information to make their innovative proposals.
- To explore a new source of R&D&I funding opportunity for those ideas or developments that they want to bring to market.

Although the enquiries to the market suppose a great benefit for all the agents, certain reticence or inhibitors are observed that limit their use, since in the bottom it is a change of paradigm in the relation Administration - technological supply that supposes to change the chip, as much in the public sector, as in the technological supply to pass to a collaboration and confidence scale in an environment of open innovation.

What drawbacks of the bidding process prevent market enquiry?

A process of preliminary enquiries helps to define the specifications of the good or service to be contracted, thus avoiding unclear functional specifications that lead to poor execution of a contract. On the other hand, it also helps to avoid defining a creditworthiness that restricts competition or does not facilitate competition during the tender. They will avoid award criteria that do not give priority to the offer with the best quality-price ratio and if we take care of the participating entities, they avoid that companies have reduced periods to pre-stop their offers, since they can start preparing in advance, which will result in a better pre-placing for the public buyer.



Part II

HOW DO YOU CONDUCT A PRELIMINARY MARKET ENQUIRY?

8

PASO A PASO DE UNA CONSULTA PRELIMINAR AL MERCADO

After a more general overview of the preliminary market consultations, this section gives a practical overview of how to carry out this process. It is proposed as a support tool, so it has been developed in a step-by-step format of the process and the activities carried out at each stage, based on empirical experience.

Three key stages have been designated for the elaboration of the step-by-step process: **PREPARATION STAGE**, **DEVELOPMENT STAGE** and **CLOSING STAGE**.

Following the structure of the Guide for Authorities on Innovation Procurement of the European Co-Mission, the preparation phase outlined in this document would fall within phases 1 and 2 of the European Commission Guide, and the development and closure phases would correspond to stage 3.

STAGES AND STEPS OF A PRELIMINARY MARKET ENQUIRY

Preparation stage (page 16)

- Step 1** Set up a work force
- Step 2** Preparation of documentation
- Step 3** General and specific action plans
- Step 4** Initial technology watch

Stage of development (page 23)

- Step 5** Launching of the call
- Step 6** Conferences and workshops with the technological offer and users
- Step 7** Collection of innovative solutions
- Step 8** Deepen technological surveillance
- Step 9** Evaluation of innovative solutions

Closing stage (page 31)

- Step 10** Preparation of the report on the closing of the market enquiries
- Step 11** Presentation of the results of the enquiries to the market
- Step 12** Elaboration of documentation to favour collaboration
- Step 13** Presentation of future hiring
- Step 14** Process feedback

PREPARATION STAGE

8.1

Preparation stage

A What's it about?

Phase in which the roadmap for the establishment of the preliminary market enquiry is established.

B How is it done?

To carry out the preparation stage, 4 steps have been identified:

- Step 1: Constitution of the work team.
- Step 2: Preparation of the necessary documentation for the preliminary market consultation.
- Step 3: Definition of general and specific action plans for the dissemination of the preliminary enquiry to the market
- Step 4: Carry out the initial technology watch.

C How much time should I spend?

It is estimated that about seven weeks will be needed to carry out the activities identified in the preparation stage.

8.1.1

Step 1. Build a team

A What's it about?

For the development of the preliminary enquiry to the market, it will be necessary to work in a collaborative way between key areas, which is why it is considered fundamental to form a multidisciplinary working group, it is considered that at least the profiles should be involved:

- Hiring profile.
- Legal profile.
- Innovation profile.

- Internal and external technical profiles.

B How is it done?

- Identify the key areas that should be involved in the project, and select a person from each of them, always taking into account the final objectives.
- Convene a meeting to explain the project, the final objectives and the goal to be achieved with the market consultation, as well as what is expected from each of the areas.

C How much time should I spend?

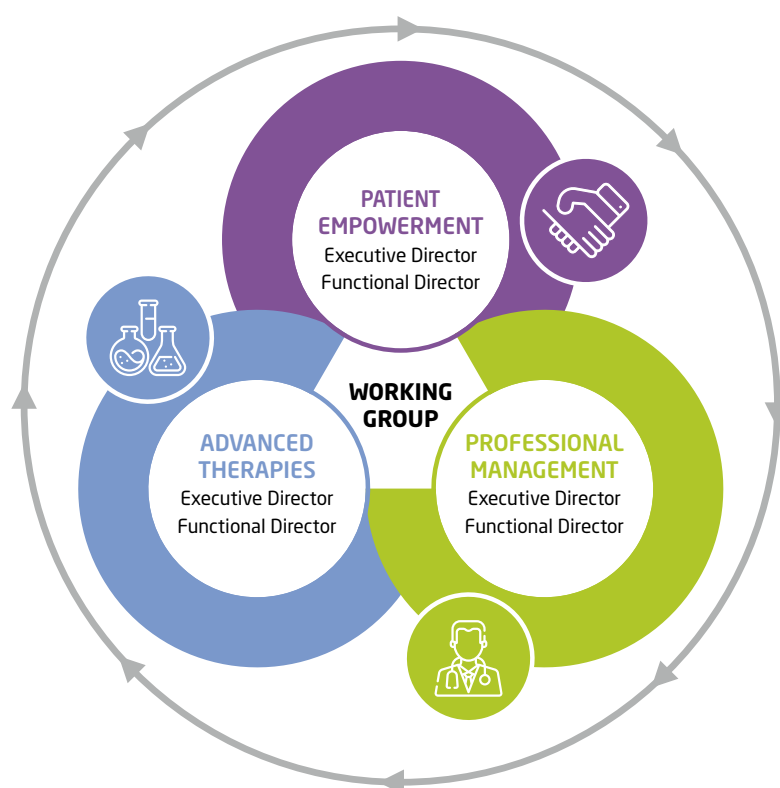
- A maximum of two weeks should be used to identify the persons and to contextualise the market consultation.

D Which actors should be involved?

- Management profiles of the entity in charge of the project.
- This may include people from outside the entity who provide the vision of the users or citizens (citizens' associations, patients, etc.).
- As indicated in Article 115 of the LCSP, the advice of independent experts or authorities or market participants may be requested or accepted and used in the planning and development of the contracting procedure, provided that such advice does not have the effect of distorting competition and does not lead to violations of the principles of non-discrimination and transparency.

E Tips to keep in mind for this activity

- To get a person with weight within the public entity involved and to act as a promoter.

**ILLUSTRATION 3. EXPERT SUPPORT. MARKET RESEARCH OFFICE**

SOURCE: OWN ELABORATION

- Try to achieve continuity of the team throughout the process.
- Ensure that all team members are informed of the entire process and have clear objectives to achieve.
- Ask for support from external experts who can accompany the process, and who can help the team.

F Tools

- See annex 1. RACI Methodology (Responsible, Accountable, Consulted and Informed).

G How was it done in Código 100?

In Código 100, a work force was created for each of the lines of action, with the executive and functional

directors of each of the lines. Expert support was also provided by a market enquiry office which coordinated the three lines. As will be seen later, in step 3, a general action plan and specific action plans were created in Código 100 for each of the action lines. The market enquiry office helped to coordinate the overall action plan, the specific action plans and the team.

For the line of action of empowerment of patients, in an initial phase we counted on the associations of patients who worked hand in hand with the work team, to define the needs.

In the line of management of professionals, we had the support of experts through the office of consultants to the market, organizing different workshops for the realization of topics.

PREPARATION STAGE

8.1.2

Paso 2. Preparation of documentation

A What's it about?

Elaboration of standardized formats and documents for the process. In order to facilitate the collection of information and the participation of agents in the market enquiry process, standards must be generated to be used.

B How is it done?

Joint elaboration by the work force of the following documents:

- **Call document:** a document containing the aspects of the market consultation, the deadlines, participation requirements, and the intellectual and industrial property conditions of the ideas.
- **Preliminary Need File:** This is a document that summarises the identification of the problem on which proposals for innovative solutions are requested and that allows the proponents to understand the current situation and the ideal situation in each area of action.
- **Collection sheets for innovative solutions:** prepare a document or form to collect the innovative proposals of those agents participating in the consultation. The form should include the name of the proposal, acronym, entity, contact details, summary of the project, estimated duration for the execution of the proposal, benefits of implementing the generic and specific proposals (users), innovative elements of the proposal, associated regulations, etc. The aim of this document is to collect as much information as possible in a uniform way for all participants.
 - ◊ As an alternative to the collection through a document type card, and in order to facilitate

the process of reception and evaluation of the proposals, as well as to value the principles of free competition, equality, non-discrimination and transparency, it is proposed to develop an open channel through a **web platform** in which the users must register, from the platform they will be able to cover a form with the corresponding fields. This tool favours the feedback to the participants, since they are informed at every moment about the situation of their proposal.

- ◊ To set up an idea **evaluation procedure**, which will be applied during the execution of the market enquiries and identifies the people who should be part of the Innovative Solutions Evaluation Committee. Communicate the assessment procedure and the circulation of information during the implementation phase of the market consultation.

- **FAQ's:** document where the questions and answers considered frequent and recurrent within the matter are gathered in an orderly way, with the objective of solving certain basic questions in the most operative way possible and avoiding that the companies do not participate in the process due to fear or unresolved doubts.

C How much time should I spend?

- The preparation of the standard documentation for the market enquiry takes 2 weeks.

D Which actors should be involved?

- Task force.

E Tips to keep in mind for this activity

- Do not include a maximum budget to give freedom to the proponents and do not condition the scope of their ideas or proposals.

- Disseminate the different documents generated and workshops through social networks, specialized media, communication media, etc.
- The needs form is of the utmost importance, sufficient attention should be paid to this day and not to take for granted issues that seem obvious within the organization but may not be so for agents who lack such knowledge.
- In order to make the collection and evaluation process easier and more transparent, it is proposed to implement a digital tool for the collection of innovative solutions.
- In defining the composition of the Evaluation Committee, include external experts if deemed necessary. Stipulate evaluation studies from the outset.
- In the document of FAQ's the answers must be brief and concise, in case of being an ex- tense document it is advised to group them by thematic blocks.

F Tools

- Annex 2. Sample document. Preliminary requirements sheet.
- Annex 3. Sample document. Information collection form.

G How was it done in Código 100?

In the Código 100 project, a **needs assessment sheet** was drawn up for each of the project's three lines of action (empowerment of patients, professionals and advanced therapies).

They summarised the identification of the problems on which he requested proposals for innovative solutions and which would allow the proponents to understand the current situation and the ideal one in each field of action.

A model card was drawn up to collect the innovative proposals of those agents who wished to



The Health Innovation Plan **Código 100**, seeks to make Galicia a reference region in innovation in active aging, a region where you can live with quality 100 years and where the health system innovates to respond to the challenges posed by an increasingly aging society.



PATIENT EMPOWERMENT

Projects aimed at strengthening people's rights and capacities.



THERAPIES

Developments in the biotechnological and biomedical fields.



PROFESSIONAL MANAGEMENT

Initiatives that increase the skills of professionals, modernize the system and promote an innovative culture.

PREPARATION STAGE

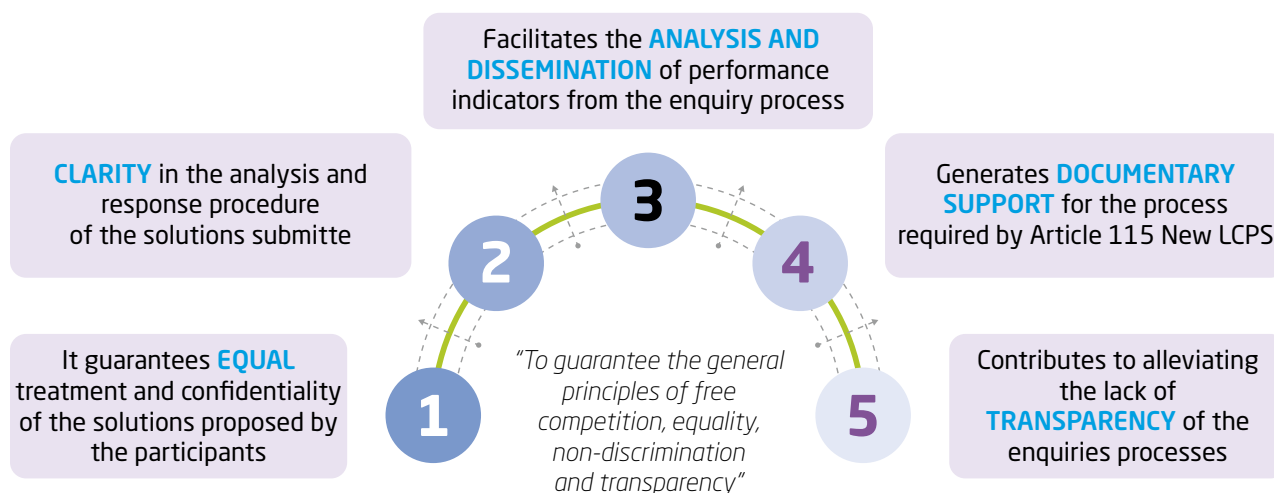


ILLUSTRATION 4. KEY POINTS OF THE PLATFORM

SOURCE: OWN ELABORATION

participate in the enquiry in a standardised manner. The collection of innovative solutions was implemented through a **digital tool** that facilitated the collection process and improved transparency and competition.

The platform was developed under open source, able of managing the digital capture of initiatives via the web and manages through a back office interface the flux review and assessment of information received.

With the aim of solving possible doubts and resolving certain questions in the most operative way, a FAQ document was prepared containing a list of questions and answers considered to be frequent and recurrent within the field.

8.1.3

Paso 3. General and specific action plans

A What's it about?

Development of a document that will serve as a guide throughout the market enquiry process, and

provide a structure for the development of this. It identifies tasks, deadlines and resources for the implementation of the initiatives.

B How is it done?

- Define a **general action plan** for the market consultations, where the most important initiatives to achieve the objectives are prioritised. The overall action plan should be a Guide that provides a structure for consultations. It should include as fields: scope of the consultation, target audience, channels to be used for dissemination according to the profiles of the target audience, tools and mechanisms to be used.
- Define **specific action plans**. If the project has several lines of action, it is advisable to create specific action plans for each of them. This will help to focus the needs and attend to them in a more appropriate way, a better identification of the agents of the technological offer that must intervene facilitates an approach of the actions of diffusion to the technological offer.

- Development of an **agents selection** plan to correctly identify the agents that must intervene and thus configure the R+D+i ecosystem of the market consultation

C How much time should I spend?

- For the elaboration of the general action plan, and the selection plan of agents, approximately two weeks will be needed, something more in case of specific action plans.

D Which actors should be involved?

- Task force.

E Tips to keep in mind for this activity

- Be very clear about the degree of definition of the identified need.
 - ◊ In case the need is very well defined, the action plan should be directed towards dissemination actions and contrasting workshops.
 - ◊ In case the need is not sufficiently defined, the action plan should be focused on co-creation workshops and contrasted with the various actors involved, such as the end user.
- The agents that must intercom must be identified, but it is not recommended to close the selection of these exclusively to the sector in which the identified problem is found, in order to be open to translational innovations that can provide other sectors of activity.

F Tools

- Annex 4. Model of the general action plan.

G How was it done in Código 100?

In the market enquiry process of the Código 100 Healthcare Innovation Plan, a general action plan was defined, and three specific action plans were drawn up, one for each of the lines of action: **patient empowerment, therapies, and professionals**. In order to carry out the specific action plans, it was very important to correctly **identify the technology offer agents** participating in the consultation, as well as their location, in order to bring the dissemination actions closer to this technology offer.

- **General action plan for market consultations:** this plan included the transversal actions to be carried out for the three lines: internal meetings, conferences with technological offer, ICT tools to be used.
- **Specific action plans for each line:** for each of the plans, the needs of each line were focused on, which made it easier for them to be dealt with in a more concrete way and for various working groups to be held, focusing on challenges and needs.
- A selection plan was developed for the **identification of the agents**. This was based on a good knowledge of the environment and of the project, identifying those key actors related to it. In order to find the key agents, those entities that had been beneficiaries of R&D&I aid at a national and international level in the areas related to the pre-market enquiry were analysed, a search for sectorial clusters was carried out, research teams at reference universities were investigated, and associations related to the fields of action were created, generating a database in which the following were included: universities, technology centres, intermediate innovation bodies, R&D&I units in the health sector, clusters, basic research centres, sectorial centres, business R&D units,

PREPARATION STAGE

KNOWLEDGE

Knowledge of the environment and the project.

COMPILATION

Compilation and grouping of key actors, generating a database by agent type.

PREPARATION

Creation of a map of the key agents for each of the lines.



SPECIFIC ACTION PLANS

Planning of specific strategies for each of the lines Approach to key players.

IDENTIFICATION

Collection of the necessary information to identify the key actors that are directly or indirectly related to the project and its three lines of action.

ANALYSIS

To carry out an exercise of analysis of the interaction of the different key actors among themselves, and the importance of the participation of each one of them for the different lines of action.

ILLUSTRATION 5. INTERMEDIATE STEPS FOR AGENT IDENTIFICATION

SOURCE: OWN ELABORATION

technology parks and business and innovation centres, professionals from the Servizo Galego de Saúde and patient associations.

that there is no solution already developed on the market.

8.1.4

Paso 4. Initial technology watch

A What's it about?

Technology watch is an organized, selective and permanent process of capturing information from outside and from the organization itself about science and technology, selecting it, analyzing it, disseminating it and sharing it, in order to convert it into knowledge to make decisions with less risk and to be able to anticipate changes. In a market enquiry process, a technology watch exercise will validate the innovative nature of the project and to check

B How is it done?

- Collect relevant information from databases, publications, research, trend reports or information available on the Internet. In case it is deemed necessary to request a patent technology report.
- Consulting with research agents or start-ups to analyze the projects and research being promoted by the private sector in the project's areas of work.
- Produce a report containing all the conclusions drawn from the process, which shows that there

is currently no solution developed in the market to respond to the need raised by the entity.

- The aim of the report should explain its desire to show the state of the technologies involved and existing, available and/or emerging technologies related to the search.

C How much time should I spend?

- A technology watch exercise will take at least 4 weeks to complete.

D Which actors should be involved?

- Task force.
- Specialized experts in technological surveillance.

E Tips to keep in mind for this activity

- Taking advantage of free or open source information for the first sweep, there is a lot of training available, and this will help with your search needs.
- To take advantage of the information generated from Forums, Congresses or technical conferences of reference to international level in the field of enquiry by technical professionals.
- Depending on the specificity of the need, it may be necessary to enlist the services of experts in conducting in-depth technology watch reports..

F Tools

- Annex 5. Model technology watch report..

G How was it done in Código 100?

In Código 100, technological surveillance was initially carried out prior to market enquiries to see the

state of the art of different technologies and their main trends, this surveillance focused on specialties such as neurology, oncology, haematology, cardiology, rheumatology and digestive.

This technological surveillance was developed in the sea of Código Camiño <<https://www.zinkinn.es/codigo-camino>>. Código Camiño was a Health Hackathon held in 2017, during three days (31st March, 1st and 2nd April), 16 professionals of the health sector met with the aim of elaborating solutions to concrete problems of the Servizo Galego de Saúde, in line with the axes approached in the project Código 100. The participants were distributed in 4 multidisciplinary teams composed of members from both the public and private sectors, covering a wide professional spectrum that included medicine, engineering, psychology, pharmacy, computer programming, etc... The teams, supported by mentors, technology watch reports made beforehand and recognized experts related to entrepreneurship and scientific creativity, matured their initial idea to give viability and shape to their projects.

All proposals submitted were evaluated to assess their incorporation into the Código 100 Project Innovation Public Procurement procedures.

8.2

Stage of development

A What's it about?

Based on the planning stage, in this phase the actions programmed in the general and specific action plan will be implemented..

B How is it done?

Within the development stage, five specific steps have been identified:

STAGE OF DEVELOPMENT

- Step 5. Launching of the call.
- Step 6. Conferences and workshops with the technological offer and users.
- Step 7. Collection of innovative solutions.
- Step 8. Deepen technological surveillance.
- Step 9. Evaluation of innovative solutions.

C How much time should I spend?

The development stage of the market enquiry process depends on the scope of the project and can take from four weeks to several months.

8.2.1

Step 5. Launching of the call

A What's it about?

The intentions of the public body should be made known to as many players in the technology supply sector as possible, in order to contribute to compliance with the principles of transparency and equal treatment. The publication should be done in official media and channels closer to the most innovative technological offer.

B How is it done?

- In the action plans carried out in step 2, the target audience will have been identified. It is recommended not to close it exclusively to the sector in which the identified problem is found, in order to be open to translational innovations that can be provided by other sectors of activity.
- Activate the channels to be used to disseminate the enquiry to the market, with the minimum recommended being: the website of the public entity and specific PR for the project.

- It is recommended that a **day be held to launch and disseminate** the enquiry to the market, in which the technicians who have drawn up the needs form participate and can explain first-hand the initial situation and what is expected.

- ◊ The procedure to be followed to present the innovative solutions, and the process of evaluation of the proposals that will be applied during the process of the enquiries to the market should be explained, as well as it is recommended to identify the persons that will form the Evaluation Committee.

- If it is believed that there is a technological offer of interest for the project in a certain place or sector, carry out an additional day to explain the object of the enquiry to the market.
- Additional dissemination in newspapers and magazines is specialized if the target audience is considered to be closer to those channels.
- It is recommended to participate in events aimed at start ups or entrepreneurs to disseminate the enquiry to the market.

C How much time should I spend?

- Two to three weeks will be needed for the publication of the market consultation, including the organization of the launch day. If other channels are deemed necessary (press, participation in events of the entrepreneurial ecosystem, specific sector days) it will take longer. The recommended time to keep the market enquiry open and to receive proposals is estimated to be at least four weeks..

D Which actors should be involved?

- Task force.

STAGE OF DEVELOPMENT

- Department of communication of the public entity.
- Technological offer.
- Intermediate agents: clusters, sectorial chambers, business groups.

E Tips to keep in mind for this activity

- Using a PR strategy will allow you to reach the innovative ecosystem quickly and without cost.
- On the launch day, the people from the public entity who can best explain the problem to be solved should be present, and it is recommended that space be left so that the entities offering technology can consult openly.
- Use a network of allies for dissemination: clusters, business groups or chambers to spread the enquiry to the market and reach the largest number of companies, technology centres or universities.
- It is recommended that you facilitate the connection via streaming during the days that you carry out in order to guarantee a greater diffusion of the enquiries to the market, ensuring the principle of transparency.
- All the information on the days must be published on the website of the public entity so that it can be consulted by all interested parties.

F Tools

- Annex 6. Model of dissemination of social networks prior to market consultations.
- Annex 7. Agenda of the market enquiry dissemination day Código 100.

G How was it done in Código 100?

In the case of Código 100, once the general and specific action plans had been defined, the call for market enquiries was officially published in the *Diario Oficial de Galicia*. Likewise, the call was published on the *Servizo Galego de Saúde* website.



In accordance with the general action plan, a market **launch day** was held on 6 April 2017 in Santiago de Compostela. The aim of this conference was to activate the market enquiry process and present the web tool.

8.2.2

Step 6. Conferences and workshops with the technological offer and users

A What's it about?

In order to reach the maximum number of natural or legal persons who may be interested in participating in the market enquiry process, to better identify the needs and to explain the project, conferences and workshops will be organized during the market consultations. All the conferences and workshops must be defined in the general and strategic action plan.

B How is it done?

- Define the objectives to be achieved in each of the days or workshops and outline a methodology to achieve them.

STAGE OF DEVELOPMENT

- As these are concrete actions, a specific exercise must be carried out to identify the agents to participate.
- Create a communication channel with the technological offer and users, where they can keep up to date with the latest developments and can resolve any possible doubts.

C How much time should I spend?

- The time needed to carry out the conferences and workshops will be conditioned by the scope of the project, the number of actions to be implemented, the users to be mobilized, varying from weeks to months. The estimated time for the organization of each day or workshop will be about three weeks.

D Which actors should be involved?

- Task force.
- Department of communication of the public entity.
- Technological offer.
- Intermediate agents: clusters, sectorial chambers, business groups.

E Tips to keep in mind for this activity

- To have external experts and professionals from the study sector at the conferences and workshops.
- Try to make the conferences and workshops always have a more practical part where the technological offer and users can participate, as well as a space for the resolution of doubts.
- Facilitate a connection via streaming for those who cannot attend in person.

F Tools

- Annex 8. Agenda for the day: round table with experts.

G How was it done in Código 100?

In Código 100, special importance was given to this step, with the objective of giving greater coverage to preliminary market enquiry and generating spaces for co-creation. In accordance with the specific action plans, seven activities were carried out for the three lines between workshops and conferences, which were classified in the following formats:

- **Actions to capture ideas and knowledge with end users.** With this type of action, the aim were to create a communication channel with the end users through which to maintain a dialogue to share their needs and different points of view. In this way, the importance of its collaboration with the Administration and entities to continue promoting an innovative health system is reaffirmed.
- **Advice from external experts and health professionals.** The aim was to create an environment in which to dialogue with professionals and experts who would contribute their vision and experience, in order to highlight all possible factors.

The following will detail the workshops and conferences implemented for each of the lines of action:

PATIENT EMPOWERMENT LINE

PRESENTATION WORKSHOP ON IN-NOVATION NEEDS ASSOCIATED WITH PATIENTS

Santiago de Compostela, 24 and 27 April 2017.

STAGE OF DEVELOPMENT

More than 80 patient associations of different pathologies were called to identify and structure the current needs, in order to later develop projects aimed at strengthening the rights and capacities of patients and caregivers in the management of their health and self-management of the disease. These workshops resulted in the associations' needs sheets.

WORKSHOP FOR THE PRESENTATION OF IN-NOVATION NEEDS BY PATIENT ASSOCIATIONS TO COMPANIES

Santiago de Compostela, 9 May 2017.

This workshop facilitated the presentation of preliminary solutions by interested entrepreneurs and start-ups to the patient associations, in order to receive feedback from them.

E-HEALTH TECHNICAL SEMINAR

Santiago de Compostela, 19 January 2018.

The aim of this conference was to create an environment in which to dialogue with European companies and experts in the e-health sector on the optimal integration and operation model for PPPs and technological solutions developed as a result of the Healthcare Innovation Plan.

LINE OF ADVANCED THERAPIES

SPECIFIC MARKET ENQUIRY DAY LINE THERAPIES

Madrid, April 24, 2017.

The aim of this conference was to inform biopharmaceutical, consulting and technological companies about the *Advanced Therapies* project, the opportunities for co-production in order to exchange information and receive proposals for collaboration within the framework of the Code100 project. Madrid

was identified as a reference centre for companies in the sector with the aim of approaching the technological offer in a more proactive way.

LIQUID BIOPSY DAY

Santiago de Compostela, 26 and 27 April 2018.

In the market enquiry process, a great interest was observed towards the developers of technologies related to liquid biopsy, as well as related technologies for the detection of lung and pancreatic cancer. Given the interest generated, a specific conference was held with expert scientists and companies to deepen and identify synergies for future collaborations.

PROFESSIONAL LINE OF MANAGEMENT

AWARENESS AND BENCHMARK WORKSHOP HH.RR. FOR COMPETENCES

Santiago de Compostela 21 April 2017.

In the initial definition phase, it was necessary to launch a competency-based professional management group in the area of Código 100 - Professional Management. It involved the sharing of good practices analysed in the field of competence-based HR management. Together with the working group, he identified the inhibitors and facilitators of the Servizo Galego de Saúde in order to start this kind of initiatives.

ROUND TABLE WITH EXPERTS FOR TREND ANALYSIS IN THE FIELD OF HEALTH LEARNING

Santiago de Compostela 3 May 2017.

In order to validate with market trends the needs previously identified by health professionals, it was considered necessary to know the vision of experts on the needs of the professionals of the Servizo

STAGE OF DEVELOPMENT

Galego de Saúde identified from the platform TI SUMAS and to participate in a colloquium to debate the obtained conclusions, where the companies contributed with their vision and experience.

8.2.3

Paso 7. Recogida de soluciones innovadoras

A What's it about?

Once the call for preliminary enquiry has been opened to the market, all interested users will be able to submit their innovative solutions to the problems identified. The model chosen for the reception of ideas must respect the principles of free competition, equality, non-discrimination and transparency and will have been defined in step 2.

B How is it done?

- Receipt of innovative solution collection forms by e-mail or using the silver - web form, from the entities or persons interested in presenting proposals.
- Disseminate from the project's social networks, mailing, website, conferences, etc., the key aspects of the collection of proposals: deadlines for submission of proposals, how to make the presentation of innovative ideas, where to go if you have doubts, evaluation method.
- Provide an e-mail where participants can address any doubts that may arise when filling out the documentation.

C How much time should I spend?

- The estimated time for the collection of innovative solutions will be determined in the general and specific action plans, and will vary according

to of the project's scope, ranging from a few weeks to several months.

D Which actors should be involved?

- Task force.
- Technological offer.
- Users.

E Tips to keep in mind for this activity.

- Explain the entire procedure for collecting innovative solutions on the launch day, and answer questions raised by attendees. It is recommended that the doubts raised are then published on the web, so that they have a greater scope.
- It is recommended to elaborate a computer graphic that explains the procedure and give it visibility through the project's web and social networks.
- It must be clear from the outset which procedure for the evaluation of proposals will be applied during the market enquiry process, and which persons will form the evaluation committee.
- Generate empathy with the participants, give them timely and clear information about the state of their idea so that they feel part of this process of co-creation.

F Tools

- Annex 9. Information collection form through web platform.

G How was it done in Código 100?

For the collection of innovative solutions, a digital tool was designed to support the whole process, described in step 2. This tool facilitated the direct

dialogue between the Servizo Galego de Saúde and companies to deepen on a subject or stable bilateral interviews while generating an interaction flux with the user and communication of the evaluation result of the proposed solution in real time.

Registering and using this tool was simple and intuitive, allowing users to share their ideas for innovative solutions in a much more efficient way.

The tool was very well valued by the participants in the market enquiry in the final survey launched to all participants, 88% of respondents considered that the web platform for collecting innovative solutions, was simple and in tuition, easy to handle, and served them to know at every moment in which phase their proposal was.

8.2.4 Paso 8. Deepen technology watch

A What's it about?

Once the initial technological surveillance, as outlined in step 4, has been carried out, if it is considered necessary to investigate a specific area or field, a more specific surveillance should be carried out.

B How is it done?

- Select the specific topic you want to explore.
- Information should be gathered on the current need or problem, the opportunity it presents, the scope and the benefits it could bring.
- Get in touch with specialists in the field.

C How much time should I spend?

- This deepening exercise should not take longer than 4 weeks.

D Which actors should be involved?

- Task force.
- Experts in technological surveillance.

E Tips to keep in mind for this activity

- To delimit the scope of analysis very well.
- Identify experts at the international level who can provide practical information of value already focused on the functional specification phase.

F Tools

- Annex 10. International Expert File.

G How was it done in Código 100?

In Código 100, in parallel with the market enquiry process, specific strategic watch exercises were carried out for the professional line, aimed at identifying new training lines, since this was an area where the technological offer needed to be reinforced by the Servizo Galego de Saúde.

This exercise resulted in a **New Trends in Healthcare Learning document**. The objective of this document was to compile a compilation of the new trends in the field of training and knowledge management, in order to learn about the new lines of learning that made it possible to obtain the necessary *insights* that provided value in the functional preparation of the documents planned for the implementation of the tendering procedures.

To consult document access <https://codigo100.sergas.gal/Contidos/Documents/30/Tendencias_UnificadasESP.pdf>.

STAGE OF DEVELOPMENT

8.2.5

Step 9. Evaluation of innovative solutions

A What's it about?

This activity analyses and draws conclusions only on the interest and relevance of the ideas received in the market enquiry process.

B How is it done?

- The members of the Evaluation Committee must have access to all the ideas received.
- Convene a meeting of the Evaluation Committee to analyse the proposals received. If the number of proposals is very high (more than 25) it is advisable to carry out an individual evaluation by each committee member prior to the group meeting to speed up the process.
- Apply the evaluation procedure and classify the ideas in the three stages:
 - ◊ Interesting and relevant.
 - ◊ Interesting but not relevant (does not fit in price or time frame with the needs of the public entity).
 - ◊ Not interesting or relevant.
- Keep entities informed of the status of their application, pending, processed, evaluated, and thank them for their participation and contribution to the process.

C How much time should I spend?

- The evaluation of proposals should take two weeks from the closing date of the call, if the

number of proposals is high, more time will be needed.

D Which actors should be involved?

- Task force.
- Evaluation Committee.
- Technological offer.

E Tips to keep in mind for this activity

- The criteria for the evaluation of the proposals must be homogeneous among all the members of the Evaluation Committee.
- Include profiles with different types of knowledge in the Evaluation Committee.
- Individual evaluations should not be sent to the entities, this is a pre-contractual phase, and it should not generate expectations. The communication should be clear and homogeneous to all the participating entities, indicating that the process has concluded, thanking them for their participation and inviting them to be attentive to the publication of new information.

F Tools

- Annex 11. Matrix for the evaluation of innovative solutions.

G How was it done in Código 100?

In Código 100, this step was supported through the web tool. The tool allowed the categorization of the proposals received by the evaluation team. It is important to note that different profiles were included in the composition of these teams (one per line): profile with care knowledge, technological profile, profile with knowledge of the processes that were analyzed.

The proposals were classified in:

- Interesting for Código 100.
- Interesting for other initiatives Servizo Galego de Saúde.
- Not interesting.

The result of this evaluation showed the great value of the market enquiry process and the level of understanding of the technological offer. A total of 215 proposals were received from 94 entities, 73% of which were considered interesting for Código 100, 19% were considered interesting for other initiatives of the Servizo Galego de Saúde and 8% were considered uninteresting.

The total number of proposals shows the great involvement of the participating entities. The percentages of interest for the Servizo Galego de Saúde show the suitability and relevance of the process followed.

8.3 CLOSING PHASE

A What's it about?

Once the analysis of the proposals received is concluded, it is necessary to make an official closing of the call, making the corresponding documents and publishing the results obtained.

B How is it done?

Five steps have been identified for the closing stage:

- Step 10. Elaboration of the report of closing of enquiries to the market.

- Step 11. Presentation of the results of the enquiries to the market.
- Step 12. Elaboration of documentation to favour collaboration.
- Step 13. Presentation of tenders.
- Step 14. Process feedback.

C How much time should I spend?

The time taken to close the market enquiry should not exceed two months.

8.3.1 Step 10. Preparation of the report on the closing of market consultations

A What's it about?

As indicated in Article 115 of the LCSP, once the market enquiry process has been completed, *"a report on the actions taken must be drawn up. The report will list the studies carried out and their authors, the entities consulted, the questions put to them and the answers given. This report shall state the reasons on which it is based, shall form part of the contract file and shall be subject to the same publicity requirements as the specifications and shall be published in the contracting authority's profile of the contractor"*.

B How is it done?

- Begin the report with a brief introduction explaining the context of the project, the basis for the enquiry and all the information relating to the procedure and its progress.
- Explain the procedure used in market consultations: publication, launch of calls, conferences and workshops, duration of the consultation,

CLOSING PHASE

enquiries raised by participants, number of innovative solutions received, tools used.

- Display the aggregated data obtained from the market survey.
- Include the name of the participating companies, always with their consent, since the document will be public.
- Formal validation of the proposals, include the characteristics of the proposals, number of proposals completed 100%, number of proposals that attach additional information, number of proposals considered interesting and relevant to the project, interesting but not relevant, not interesting or relevant.
- Innovative aspects of the proposals received, overall implementation time of the proposals, budget time of the proposals.
- Drawing conclusions from the process.

C How much time should I spend?

- Once the enquiry data have been analysed, the closing report should not be more than two weeks old..

D Which actors should be involved?

- Task force.

E Tips to keep in mind for this activity

- Do not elaborate a very long document by going into too much detail.
- Develop a simple and easy-to-follow document structure, e.g. introduction, market enquiry procedure, participants in the consultation, conclusions.

- Disseminate it through the means used in the market consultation.

F Tools

- Annex 12. Index of the report on the closure of market consultations.

G How was it done in Código 100?

In the Healthcare Innovation Plan Código 100, the report on the closing of market enquiries as described in this section was not carried out. This is because the provisions of article 115.3 of the LCSP do not apply to it. "3. *When the contracting body has carried out the enquiries referred to in this article, it shall record the actions taken in a report. The report will list the studies carried out and their authors, the entities consulted, the questions asked and the responses to them. This report will be reasoned, will form part of the contracting file, and will be subject to the same publicity obligations as the specifications, being published in any case in the contracting body's profile of the contracting party*" because at the time the new LCPS came into force, the process of enquiry of the market for Código 100 had been completed, with its launch on 14 September 2016 and the conclusions materialised with the publication and presentation of the progress sheets and the early demand map of the CPI tenders carried out on 12 July 2017.

8.3.2

Step 11. Presentation of the results of the market consultations

A What's it about?

The latter refers to presenting the documentation with the general conclusions reached through the market enquiry process, as well as the numbers in global terms, the amount of bids received, the origin

CLOSING PHASE

of the ideas with respect to the type of organisation, geography and the - further information considered important to include, provided that it is not against the confidentiality, transparency and equality of conditions for participants.

B How is it done?

- Prepare the **Progress Sheet**, this is the document resulting from the market consultation, after obtaining the answers to the offer, evaluating them and collecting the details and characteristics of those solutions that best fit to resolve the problem/need identified by the public entity. Its objective is to express and explain to the technological offer what elements have been considered of interest in the market enquiry and where the solution that the public entity wishes to acquire is oriented to give solution to the need/problem/opportunity identified. This is a version of the "Preliminary Requirements Sheet" with improved and expanded content.
- The **Early Demand Map** is an instrument that allows the market to anticipate the Administration's contracting intentions, and therefore provides valuable information to companies for future tenders. It should be a clear document, with the name or acronym, a brief description of the need and the estimated budget as the minimum.
- Display the aggregated data obtained from the market survey. To define the aggregate information to be published in the call, it is necessary to present the following:
 - ◊ Total number of ideas received.
 - ◊ Proportion of ideas received by type of organisation (companies, university, research centres, individual, public institution).
 - ◊ Proportion of ideas received by size of organization (start-up, small, medium, large company or organization).
 - ◊ Proportion of ideas received by geography (non-national and international) The proportion at the national level by province can also be presented, providing a quick overview of the interest generated and the location of the technologies.
 - ◊ Proportion of ideas received by sector, this makes it easier to see the openness of the call and the innovation it facilitates in different sectors, which, in some cases, are not considered from the beginning.
 - ◊ Proportion of ideas that were considered interesting and relevant and those that were discarded
- Use the information channels used throughout the project to publish and inform about the next steps of the call.
- Organize a day to show the results and solve possible doubts.

C How much time should I spend?

- A maximum of two weeks will be needed to prepare the documentation of the results.

D Which actors should be involved?

- Task force.
- Communication team of the public entity.

E Tips to keep in mind for this activity.

- The information must be presented in a clear, concise and vivid manner, and the aim is to produce a document that is easy to understand.

CLOSING PHASE

- Generate a battery of indicators from the data collected that will allow us to compare the results of future preliminary market enquiries carried out by the public entity, as well as with those of other national or international public entities.

F Tools

- Annex 13. Sample document. Index of the progress sheet.
- Annex 14. Sample document. Fields to be covered in an early demand map
- Annex 15. Sample document. Index of presentation document of results.

G How was it done in Código 100?

In Código 100, once the evaluation of the proposals received was completed, the progress sheets and the early demand map were drawn up. Specifically, three progress sheets were drawn up, one for each line of action and an early demand map where the planned hiring was collected with a pre-assessment of the three lines.

With regard to dissemination, on 12 July 2017 a day was held to present the results of the market enquiry process. The main results (no. of proposals received, no. of participating companies, sector, process...), the **progress sheets** and the **early demand map** were pre-set during the conference.

In addition to the conference, the documents were published on the project's website and disseminated through social networks.

To consult the annex of the document with the results of the market enquiry go to <https://codigo100.sergas.gal/Contidos/Documents/34/ANEXOProceso_consultas_mercado.pdf>.

To consult the progress sheets go to:

- **Patient empowerment**

<<https://codigo100.sergas.gal/Contidos/Documents/25/Ficha%20de%20avance%20empoderamientoESP.pdf>>.

- **Advanced therapies**

<<https://codigo100.sergas.gal/Contidos/Documents/26/Ficha%20de%20avance%20terapias-ESP.pdf>>.

- **Management of professionals**

<<https://codigo100.sergas.gal/Contidos/Documents/24/Ficha%20de%20avance%20profesionales.pdf>>.

To visit the early demand map visit <<https://codigo100.sergas.gal/Contidos/Documents/22/Mapa%20de%20demanda%20temprana%20actualizado.%20cast.pdf>>.

8.3.3

Stepp 12. Preparation of documentation to promote collaboration

A What's it about?

Generate documentation or implement initiatives that facilitate the approach of agents of the technological offer to propitiate a collaborative environment that can even result in unions to present joint or collaborative offers once the contracting procedure has been opened.

B How is it done?

- Telematic contact explaining the objective of the document and the needs of the technological offer.

- Prepare some forms to be filled in for the technological offer, where the company decides what information it wants to make public.
- Divide the form into two parts, the first with information about the company (name, reason, address, telephone number, contact person, summary of the core business, etc.) and a second part where the innovative solution is described in a general way without detailing the technology or the differential factors.
- Include in the document the consent for the publication of the company's data and the innovative solution.

C How much time should I spend?

Two to three weeks will be needed to collect the necessary information and structure the document.

D Which actors should be involved?

- Task force.
- Technological offer.
- Users.

E Tips to keep in mind for this activity

- Stipulate a maximum number of characters for each of the fields to be covered by the technological offer and thus unite criteria among the participants.
- Establish a process of authorization and consent by the participating entities.
- Set a deadline for sending the information.
- Make special mention that the re-covered information will be in the public domain.

F Tools

- Annex 16. Sample document. Data collection sheet.

G How was it done in Código 100?

Since the Código 100 project, it was considered interesting to prepare a **Guide to Business Initiatives for Innovative Solutions**, which was drawn up with the aim of achieving two objectives: on the one hand, to offer greater visibility to the companies that participated in the market enquiry stage of the Healthcare Innovation Plan Código 100; and on the other, to increase their cooperation by facilitating possible partnerships between them by publicising the actions that they propose to respond to the needs set out by the Galician Health Service for the empowerment of patients. This document included those companies that, on the one hand, participated in the market enquiry and gave their consent to be part of the document. The Guide divides the information collected for each of the companies into two parts; presentation of the company and explanation of the proposal submitted for each line of action.

To consult the **Innovative Solutions Business Initiative Guide**, go to <<https://codigo100.sergas.gal/Contidos/Documents/28/Gu%C3%ADa%20de%20iniciativas%20empresariales%20de%20soluciones%20innovadoras.pdf>>.

8.3.4

Paso 13. Presentation of future contracts

A What's it about?

The aim is to make official publication of the planned contracts, taking into account the type of ICC and procurement process chosen for the process.

CLOSING PHASE

As indicated in Article 70 of Law 9/2017 on Public Sector Contracts, *“the specifications must be drawn up taking into account the results of the market consultations. It is important to stress that the characteristics cannot be specified in such a way that there is only one supplier or that the principle of equal treatment is not respected”*.

B How is it done?

- Decide on the number of contracts to be carried out and transmit it to the market.
- Select the recruitment procedures. With the information obtained in the market consultation, it is possible to determine which is the most appropriate contracting procedure in each case.
- The nature of each procedure must be considered, i.e. whether it will be national, international or not.
- It is recommended that a day be held to explain the expected contractions and the contracting procedures and type of ICC.

C How much time should I spend?

About three weeks will be needed for the presentation of the future hiring, including the organization of a day for its explanation.

D Which actors should be involved?

- Person from the legal area of the work force and key personnel in the area.
- Recruitment staff.
- Task force.
- Thematic experts.
- Communications area.

E Tips to keep in mind for this activity.

- Make a correct diffusion and publication of the call and make sure to reach those who participated in the technical dialogue and the pre-treatment phase of the process so that they know the opening of the process.
- Give the option for the technological offer to plan all the doubts that arise from new tenders.

F Tools

- Annex 17. Agenda Day for the submission of tenders Código 100.

G How was it done in Código 100?

In Código 100, a preview of the contracting intentions was made to the market through the publication of the early demand map and the progress sheets, so that in this phase the intentions were created through the sheets.

On September 18, 2018, the **Journey presentation of new public tender documents** was held (<https://codigo100.sergas.es/Contidos/Xornada-Pregos>). The event lasted one morning and was distributed over three tables, where the documents for each of the lines of action were presented to the technological offer.

The conference dealt with the legal and procedural aspects of the new tenders, as well as the needs to be met by the tenders that were put out to tender.

On December 19, 2018, a **Coffee-networking line sheets of Advanced Therapies** (<https://codigo100.sergas.es/Contidos/Caf%C3%A9-Net-working-C%C3%B3digo100>), it was of an informal

CLOSING PHASE



IN WHICH AREAS DOES THE GALICIAN HEALTH SYSTEMS SEEK TO INNOVATE?

Advanced therapies

It seeks to incorporate the public health system of new therapies that have the potential to tailor treatment with the best response and greater safety margin to ensure better care of the patient taking into account their individual characteristics and pathology.

200,255.00 € AI Multichannel device for resection of advanced rectal tumours by flexible endoscopy and transanal endoscopic surgery. Process: Association for innovation	499,998.62 € AI Multimarker test allowing molecular characterization of tumours of cancer patients by new generation massive sequencing (NGS). Process: Association for innovation
600,000.00 € PPI Development and demonstration phase of a support system to the detection of various pathologies (CADIA) based on image analysis with artificial intelligence techniques. Process: Competitive dialogue	1,250,000.00 € PPP Liquid Biopsy PPP Batch 1: Solutions to detect tumor material in biological fluids in early stages, detection of minimal residual disease, prognosis, selection of therapies, monitoring of illness, and response to treatment of different cancers. Process: Precommercial procurement
500,000.00 € PPP PP Lot 2 Neurological diseases Biomarkers Diagnostic in neurological diseases. Process: Precommercial procurement	500,000.00 € PPP Lot 3 PP Rheumatologic diseases: Biomarkers Diagnostic in rheumatologic diseases. Process: Precommercial procurement

Professionals

It seeks strategic planning training and knowledge of the organization; detect early talent based on existing skills and harmonization of scientific production and research.

1,258,400.00 € PPI* The realization of the service of development and validation of a technological platform that allows carrying out the activities associated with knowledge management in a health organization. Procedimiento: Open	1,808,950.00 € PPI* The development of a professional management system oriented towards management by competencies that brings. Procedimiento: Open
173,000.00 € Virtual reality lot 1: Design and development of a virtual training solution for ICTUS recognition. Procedimiento: Tender with negotiation	173,000.00 € Virtual reality lot 2: Design and development of a virtual training and coaching solution of breathing for the improvement in the precision in radiotherapy treatments and imaging tests. Procedimiento: Tender with negotiation

Empowerment

It intends to change the patient in a critical agent for self-management of his/her disease and improve his/her own health outcomes.

484,000.00 € PPI Development and demonstration phase of an intelligent solution that facilitates tasks of the patient for self-control of diabetes. Process: Tender with negotiation	580,800.00 € PPI Development and demonstration phase of the PHR personal medical history platform system for disease self-management and patient empowerment. Process: Tender with negotiation
484,000.00 € PPI Development and demonstration phase of an intelligent solution that facilitates tasks of the patient for self-control of diabetes. Process: Tender with negotiation	605,000.00 € PPI Development and demonstration phase of a personal assistant system (AVATAR) and a smart alert generator that increases patient autonomy. Process: Tender with negotiation
399,999.38 € PPI Development of a platform for approval of apps and content for the self-management of the disease and empowerment of patients. Process: Competitive dialogue	726,000.00 € PPI Development of a user relationship management platform, CRM system for patients. Process: Tender with negotiation

meeting with the technological offer, where the contracting procedures of the Advanced Therapies line were deepened, paying special attention to the Pre-commercial Public Purchase and the Association for Innovation.

8.3.5

Paso 14. Process feedback

A What's it about?

Once the preliminary market enquiries have been completed, it is important to designate a process control method, in which the methods used and the results obtained are subject to the assessments of

the participants in order to control and optimize the process.

B How is it done?

- It should draw up a survey where all aspects are evaluated consultation (consultations process to the market impact of participation in defining needs assessment of the method of collection of innovative solutions..).
- It should devote some time to the development of the survey template, and its possible responses and possible outcomes to be obtained. It should be a short and simple document, it should try to get as much information as possible.

CLOSING PHASE

- Perform a database with all actors who have interfered in consultation with the market (end users, companies, research centres, professional ...).
- Make a shipment through the mail enabled in the project to all stakeholders, where the reason for the survey is explained and thanking them for their collaboration in the process.
- Spread the survey through social networks if deemed necessary.
- Should make clear the confidentiality of the responses obtained and how data and results will be used.
- If deemed appropriate, conduct interviews with participants.

C How much time should I spend?

- For the development, launch of the survey and data collection, it will take about four weeks.

D Which actors should be involved?

- Work team.
- Actors involved in the enquiry to the market.
- Communication area.

E Tips to keep in mind for this activity

- Before starting the survey, we should acknowledge the participation and inform the user of the importance of their responses and for what these will be used. At the end of the survey should thank the collaboration again.
- It is recommended to make a different survey for the different types of users who participated in the enquiry of the market, for example, one for

associations and citizenship and one for the technological offer.

- It is recommended leaving a free section for users to bring their improvement proposals for future enquiries to the market.
- Surveys should be easy to fill and not too long, the answers that want to be obtained should be planned well to develop the questions.
- It is recommended to provide the answers to the questions as an assessment, for example, very useful, helpful, unhelpful, no useful, and leave a space for comments; thus completing the survey will be easier and faster.

F Tools

- Annex 18. Patient associations' surveys form in the Código 100 project.

G How was it done in Código 100?

In Código 100, following the market enquiry process, and in order to further improve ahead for future initiatives, asking the main actors involved in the process how they have lived was of great importance.

In this regard, we contacted patient associations and companies that have participated in the processed to offer their vision through two Mechanisms: general survey and personal interviews.

Two types of surveys, one directed to patient associations and other to the technological offer were conducted. They were implemented through a web form.

The results of the surveys addressed to associations were:

The survey has been answered by 43 people, 41 different associations, 55% of the associations that

have responded had a size of more than 200 members, 20% between 100 and 100 members.

As general results we highlight:

83.72% of respondents considered that the **information published and received** through the different channels is **useful and can be updated on the process**.

67.44% of respondents **had not participated** in any other **needs identification process**.

93.02% of respondents considered that have **successfully transmitted** the two objectives pursued by the Galician Health Service performing the enquiry to the market.

81.4% of respondents seem to think that the participation of associations, patients and companies in the process has been **innovative or or very innovative**.

72.09% of respondents consider that the **solutions** the Galician Health Service wants to obtain in this enquiry process to the market are **innovative or very innovative**.

93.02% of respondents considered the seminars and workshops developed useful or very useful.

93.02% of respondents considered advanced sheets published useful or very useful.

86.06% of respondents consider the **Early Demand Map** as a tool that anticipates the procurement intentions to the market **useful or very useful**.

88.37% of respondents considered the **business initiatives of innovative solutions guide** useful or very useful.

95.35% of respondents believe that the implementation of the **innovative needs workshop**

between companies and patient associations has been **positive** to **approach needs to the technological offer**.

97.67% of respondents considered positive that the Galician Health System, through the market enquiry of Código 100, has taken into account the **patient associations in the definition adopted needs to be solved**.

90.70% associations surveyed believed that participation in the enquiry to the market is a good way to involve patients as the real end users of the solutions obtained.

83.72% of respondents considered that have been properly transferred the needs identified by the associations in the patient empowerment advanced sheet.

79.07% of respondents considered **innovative solutions** planned in the Early Demand Map **meet the needs identified** by the associations.

88.37% of respondents are **satisfied or very satisfied** in relation to **information, resolution of doubts, problem management and technical support** of the Código 100 draft.

97.67% of respondents would like to see **in future enquiries** to the market that **patient associations** are **taken into account** as participants.

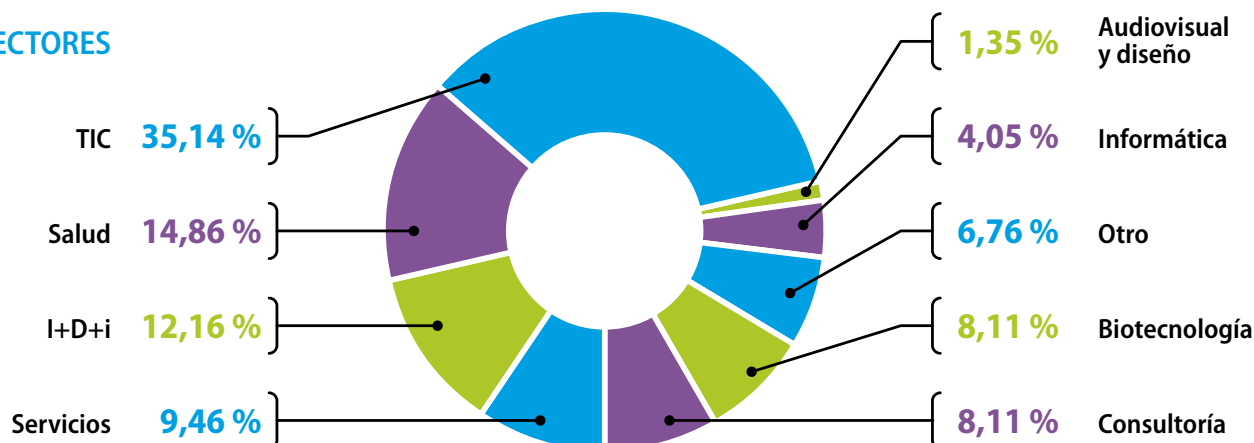
93.02% of respondents evaluated as useful or very useful the work performed during the step of market enquiry by the Galician Health Service in the long/medium term for the association.

88.37% of respondents are satisfied or very satisfied with the enquiry process of the Código 100 project.

The results of surveys directed to the technological offer were as follows:

CLOSING PHASE

SECTORES



The survey was answered by 82 people from 74 different entities. 35% of the participating entities are micro-enterprises, 32.43% big companies, 25.68% medium companies and 16.22% small companies.

The greater participation has come from the ICT sector and health.

The results obtained are shown below:

77.08% of respondents considered the process of Código 100 market enquiry **as innovative or very innovative**.

82.72% of respondents considered that the **information published and received** through the channels is useful and allows **being updated** on the process.

92.59% of respondents believe they have **successfully transformed** the **objectives** pursued by the Galician Health Service performing the enquiry to the market.

91.36% of respondents believe they **have respected** the conditions of **transparency** and **equal treatment** among participants and confidentiality throughout the entire process.

60.49% of respondents **had not participated** in any other **process of enquiry to the market** and **29.63%** of respondents **had already participated** in H2050 and InnovaSaúde.

70.83% of respondents who participated in H2050 and InnovaSaúde consider the Código 100 process of enquiry to the market as an **innovative or very innovative**.

62.5% of respondents who participated in **other processes of enquiry to the market**, consider the process of **Código 100** as **innovative or very innovative** compared to others.

90.24% of respondents considered useful or very useful the seminars and workshops developed.

84.4% of respondents considered useful or **very useful** the advanced sheets published.

89.02% of respondents considered the **Early Demand Map** useful or **very useful** as a tool that anticipates intentions of procurement to the market.

90.24% of respondents considered **the guide to business initiatives for innovative solutions**, useful or very useful.

CLOSING PHASE

62.20% of respondents said that workshops and seminars, as well as the documentation generated, **has influenced** a decision of **collaboration** with other entities.

71.95% of respondents sent an **innovative solution** to the web platform of Código 100.

Of those respondents who sent their innovative solution, 88.14% believes that the web platform is **simple and intuitive**.

Among the users who have had some problems with the web platform, 100% are **satisfied** or **very satisfied** with the support provided by the support team.

39.02% of respondents considered that the PPI will have an impact on the volume of **turnover** addressed to **R & D & I** in their organization.

80.49% of respondents considered that the PPI will have an impact on the number of **personnel** engaged in R & D & activities in their organization.

Only 7.32% of respondents considered that the PPI will have an impact on the volume of **international turnover** addressed to **R & D & I** in their organization.

13.41% of respondents considered that the PPI will have an impact on the number of patents their company will register.

86.59% of respondents are satisfied or very satisfied with the Código 100 project of enquiry to the market.

Case studies

Finally, we conducted three case studies, with the aim of knowing the opinions and experiences of

three entities, a patient association, a business and a technology centre.

The three institutions agree that a process of enquiry to the market is rewarding for all parties involved, everyone benefits from it, either during or after the completion of the process, and that would be a shame to miss it due to fears or barriers from both sides.

From the perspective of the business and the technology centre:

They highlight the great potential of relating with patients in the development of innovative solutions and with healthcare professionals, it closer to the vision of the end user. They also consider that participating in a process of enquiry to the market as Código 100 has helped them improve their collaboration ecosystem with other professionals, centres, and companies.

They consider useful the seminars and workshops implemented throughout the process of enquiry to the market, which have helped them make a roadmap to follow throughout the process. They also refer to the documentation useful as the advanced sheets, the early demand map and the business initiatives guide.

As for the assessment of the process, platform of ideas, transparency and communication in the process, both entities have perceived the usefulness of the platform for collection of ideas as a robust system, which gives more security and credibility to the process, improving transparency and maintaining direct communication with participants because they knew in what condition their proposal was at all times.

Both entities conclude that this type of processes favours the breaking of barriers between public administration and business, increasing the ecosystem

CLOSING PHASE

of R & D & i of the participating institutions and, in particular, encouraging collaboration with universities, technology centres and other companies, establishing contacts and collaboration formulas never thought so far.

From the perspective of a patient association:

They consider incorporating patient associations in a process of enquiry to the market is a good way to involve the final users. They also consider that it promotes greater credibility, trust and empathy with the system.

The Patients lose the role of “just patients” and a closer relationship is created, a more human health,

where they contribute to be part of the change through the identification of needs.

They emphasize the importance of the conferences to show the point of view of the end user as well as for generating relationships with other associations that allow them to share their needs that will be subsequently transferred to the Galician Health System.

The three entities will continue to participate in the process of enquiry to the market because of the great potential and benefits involved. This type of process, where knowledge is shared and an economy of cooperation is generated, are fundamental to the future to continue improving public services.

Part III **ANNEXES**



Annex 1

RACI METHODOLOGY

(Responsible, Accountable, Consulted and Informed)

Once the composition of the Task Force of multidisciplinary nature responsible for the project at all stages is named, it is necessary to appoint a leader of the team. The leader acts as the coordinator of the project, ensuring that each task is fulfilled with respect to the provisions of the flow chart of the process. In the same way it is also necessary to identify the different responsibilities that the components of the team should take over the course of the project.

Thus, a **RACI responsibility matrix** is proposed.

Below an example of a RACI responsibility matrix is shown:

- **Responsible**
Responsible for the implementation of the deliverable / task.
- **Accountable**
Responsible for ensuring that the deliverable / task is completed.
- **Consulted**
Consulted before completing each deliverable / task.
- **Informed**
Informed of the results, once the deliverable / task is completed.

A RACI matrix is a tool used for the allocation of responsibilities to the components of the team relating the activity to a work force or an individual.

Below there is an example of how they could distribute the responsibilities of a Working Group on major activities to be carried out along the three stages of the PPI:

TEAM	Team leader	Area of Governance and Communication & Intervention Treasury and Finance	Legal Services	Service heads & technical secretariat staff	Directorate General for Innovation
DELIVERABLE / TASK					
1. Call document	A			R	C
2. Preliminary need sheet	A			R	C
3. General action plan	A	R	C	C	C
4. Sheets collected	A			R	C
5. FAQ's document	A			R	C
6. Validation documentation for the launch of the enquiry to the market	A	C	R	I	I
7. Review of the enquiry to the market texts	A	R	C	C	C
8. Creation of an ad-hoc mail account for the project	A	R			
9. Procedures and publication management of the invitation to participate in the enquiry to the market	A	R			
10. Evaluation and selection of ideas received in the enquiry	A	C, I	C, I	R	C
11. Development of exposition sessions of ideas (Enquiry to the market)	A	C, I	C, I	R	C
12. Procurement of the solution	A	R	C	I	I
13. Control and monitoring the implementation of the solution	A	C, I	C, I	R	C

*R: responsible for the execution of the deliverable of the task. **A: responsible for ensuring that the deliverable task is completed.

C: consulted before completing each deliverable task. *I: informed of the results, once the deliverable task is completed.

In addition, a work process is included with the activities undertaken; its leaders and associated documents in the enquiry to the market stage, as it requires a high activity by the Working Group.

In this sense, to carry out a first PPI pilot project is recommended to have the assistance of Technical Office expert that advises and works with the team.

The different agents/responsible for carrying out the activities are:

- Work force
- Technical office
- Technological offer (may be composed of companies, R & D centres, universities, user associations, etc.).

Annex 2

Sample document

PRELIMINARY NEED SHEET

PRELIMINARY NEED SHEET

CHALLENGE: Question asked in a challenging way

COORDINATING ENTITY: Name and Local Government area that perform it

1. Description. Starting point:

2. Scope of the project:

3. Goals:

4. Scheduled closing date of the call:

5. Estimated investment:

6. Attached documents:

Annex 3

Sample document

COLLECTION OF INFORMATION FORM

ELABORATION DATE:

NAME OF THE PROPOSAL:

BIDDER DATA (tick as appropriate):

☐ Individual ☐ Workgroup

EOXI DATA:

SPECIALTY:

CONTACT DATA / RESPONSIBLE RESEARCHER / COORDINATOR OF THE GROUP:

Name:

Phone:

E-mail:

BRIEF SUMMARY (limit of 650 characters):

LIST OF ANNEXES:

ESTIMATED TIME FOR IMPLEMENTATION OF THE PROPOSAL:

☐ From 6 to 12 months ☐ 12 to 24 months ☐ More than 24 months

BENEFITS FOR THE PUBLIC HEALTH SYSTEM:

USER BENEFITS OF PUBLIC HEALTH SYSTEM:

Authorization to use the data provided

Optional authorization

- ☐ Joining the list of participants in the public enquiry process (only the person or entity proposing the idea will be published).
- ☐ Registry of contact data provided.

Compulsory statement

- ☐ The proposal is free from commercial patents, copyright or any copyright or business to prevent their free use by the SERGAS or any other partner company in developing future projects.
- ☐ I authorize SERGAS to use the contents of the proposals. This use is limited exclusively to the possible inclusion of content in the process of defining lines of work, which will lead to the specifications of individual procurement procedures that are processed within the framework of the Innovation Plan Código100 under the Innovative Public Purchase formula.

Annex 4

GENERAL ACTION PLAN MODEL

GENERAL ACTION PLAN									
PROPOSAL	ADMINISTRATION	March				April			
		S1	S2	S3	S4	S1	S2	S3	S4
DISSEMINATION STRATEGY IN SOCIAL NETWORKS <ul style="list-style-type: none"> • Networks proposal: Twitter (linked), LinkedIn and Facebook. • Coordinate with Andrés Gil the procedure to follow for creating of official social networks linked to the Código 100 project. • Define a communication plan (calendar of publications, responsables, etc.). • Create profiles and link to the website of Código 100. • Define content to publish in those profiles. • Community manager function. • More dynamic content. • Coordinate content published on other broadcast channels (É-Saúde). 	<ul style="list-style-type: none"> • Validate networks. • Responsible for validating the contents to be published. 								
Identification of international and European forums and events to make outreach activities.	<ul style="list-style-type: none"> • Propose this idea in the Board of Directors to validate the degree of internationalization in order to identify events. 								
SYSTEM WEB CONSULTATIONS <ul style="list-style-type: none"> • Development tool. 	<ul style="list-style-type: none"> • Standardizing procedures. • Defining a responsible per line. • Validating Workflow. • Defining users who will have access (30) and their distribution per line of action. • Defining a responsible for answering the doubts raised by users through the spaced enabled on the platform. 								

GENERAL ACTION PLAN

PROPOSAL	ADMINISTRATION	March				April			
		S1	S2	S3	S4	S1	S2	S3	S4
JOINED OPENING CONFERENCE FOR DIFFUSION <ul style="list-style-type: none"> • Identification of those attending the conference. • Preparation of invitations. • Preparation of the content of the presentation. • Preparation of model sheet. 	<ul style="list-style-type: none"> • Updating sheets per line. • Determining the place for the conference: • Sending of invitations • Streaming broadcasting 								
STRATEGIC WATCH <ul style="list-style-type: none"> • Defining areas of study on which strategic watch shall be conducted. • Strategic watch report. 	<ul style="list-style-type: none"> • Updating the sheet. • Validating the fields. 								
WBINAR OF ENQUIRY TO THE MARKET RESOLUTION OF DOUBTS <ul style="list-style-type: none"> • Coordination of the webinar. • Resolution of operational doubts of the process. 	<ul style="list-style-type: none"> • Solving technical questions of the process. • Validation of the use of network administration. 								
CLOSING CONFERENCE. PRESENTATION OF ADVANCED AND EARLY DEMAND MAP SHEETS <ul style="list-style-type: none"> • Identification of those attending the conference. • Preparation of invitations. • Preparation of the content of the presentation. • Support updating the advanced sheets and the creation of the early demand map. 	<ul style="list-style-type: none"> • Updating the advanced sheet and early demand map. • Determining the place for the conference. • Sending invitations. 								

Annex 5

INDEX OF TECHNOLOGY WATCH REPORT

- 1 Background and context
- 2 Objective of the report
- 3 Search methodology
- 4 General characteristics of need
- 5 Results of the exercise of technology watch
 - a Assessment of the state of the art.
 - b Analyzed solutions and
 - c Major trends
- 6 Last conclusions
- 7 Annexes

Annex 6

Diffusion model in social networks

PRESENTATION OF ENQUIRIES TO THE MARKET



Annex 7

Agenda of the conference

DISSEMINATION OF CÓDIGO 100

ENQUIRIES TO THE MARKET

April 6, 2017

Conference hall of SERGAS, edificio administrativo San Lázaro

Santiago de Compostela

12:00 h - 14:00 h

Agenda

12:00 h - 12:15 h

Welcome

D. Antonio Fernández-Campa García-Bernardo

Manager of the Galician Health Service

12:15 h - 12:30 h

Advance of the Código 100 Plan of Health Innovation

D. Sergio Figueiras Gómez

Código 100 General Coordinator, Director of Innovation Area, ACIS

12:30 h - 13:45 h

Advance of action lines

D. Benigno Rosón Calvo

General Sub. of Systems and Information Technologies Department
Executive Director of the line of action of empowerment line

D. Rodrigo Gómez Ruíz

Area Director of Knowledge and Talent Management ACIS
Functional Director of professional performance line

D. Luis Ángel León Mateos

Director of the Research Area. Office of Health Knowledge
Functional director of therapy performance line

13:45 h - 14:00 h

Conclusion of the conference

D. Jesús Vázquez Almuiña

Regional Ministry of Health of the Xunta de Galicia

Annex 8

Agenda of the conference

ROUNDTABLE WITH EXPERTS

Date: Wednesday, May 3, 2017

Location: Conference Hall of the Office of Health Knowledge (ACIS)

Address: Avda. Fernando de Casas Novoa, 37 (edificio CNL)

Santiago de Compostela

Time: 10:00 h - 14:00 h / 4:30 h - 18:00 h

Agenda

10:00 h - 14:00 h	<p>Round table with experts <i>(Attendance only of internal staff of SERGAS)</i></p> <p>Development of a dynamic to contrast with experts from different fields working lines identified from the TI SUMAS platform.</p> <p>Invited experts:</p> <ul style="list-style-type: none"> • Work Group of the Código 100 Empowerment Action Line • Juan Pedro Serna, Director of the Health Education & Research Foundation in the Autonomous Community Region of Murcia • Carlos Iglesias, General Director of Netbiblo • María J. Rodríguez, eLearning dept. Galicia Supercomputing Centre Manager • Anna Iñesta-Codina, Ph.D. Director of ESADE Centre for Educational Innovation • Leire Nuere, Global Director of Campus Nebrija
14:00 h - 16:30 h	Lunch break
16:30 h - 18:00 h	<p>Pooling of the conclusions drawn in the dynamics of working with experts. <i>(Attendance of internal staff of SERGAS and companies)</i></p> <p>Presentation of findings obtained during the dynamic developed with experts.</p> <p>Discussion with companies in which they discuss and expose ideas and experiences.</p>

Annex 9

SAMPLE OF INFORMATION COLLECTION THROUGH WEB PLATFORM



Código 100

SERVIZO GALEGO de SAÚDE XUNTA DE GALICIA CONSELLERÍA DE SANIDADE

Castellano

Acceso a usuarios

Usuario:

Contraseña:

Acceder **Limpiar**

[Lembrar o meu contrasinal](#) [Rexistrarse aquí!](#) [Reenviar correo de activación](#)

Código 100

GOBIERNO DE ESPAÑA MINISTERIO DE CIENCIA, INNOVACIÓN Y UNIVERSIDADES

SERVIZO GALEGO de SAÚDE XUNTA DE GALICIA CONSELLERÍA DE SANIDADE

EUROPEAN UNION

© Junta de Galicia. Información mantenida y publicada en Internet por la Consellería de Sanidade - Servizo Galego de Saúde

galicia

Ficha de propuesta de soluciones innovadoras dentro del plan de innovación Código100

Propuesta

Fecha elaboración:

Nombre de la propuesta: Descripción concisa de la idea propuesta en el marco de las consultas al mercado realizadas en el ejercicio de compra pública de innovación - CPI- por parte del SERGAS

Acrónimo: En el caso de que exista, siglas o unión de palabras que describan la idea propuesta que puede satisfacer la necesidad

Datos del proponente

Señale según corresponda:

Nombre y apellidos:

DNI / Pasaporte:

Razón social de la empresa:

NIF:

Sector:

Tipo de empresa:

Teléfono:

Correo:

País:

Ciudad:

Dirección:

Descripción

Lineas con las que está relacionada su propuesta:

Seleccione

Breve resumen (especificación funcional):

Especificación funcional (límite de 650 caracteres: (Descripción detallada de la posible idea que puede satisfacer la necesidad planteada por parte del SERGAS, descrita desde un enfoque funcional)

Relación documentos anexos:

(En el caso de que los hubiese, conjunto de documentos que proporcionen evidencia o mayor información acerca de la idea propuesta)

Duración estimada para la ejecución de la propuesta:

Seleccione

Beneficios para el sistema público de salud:

(Manera en la que la idea propuesta contribuye a generar una mejora para el SERGAS en el desarrollo de sus competencias, partiendo de la situación actual)

Beneficios para el usuario del sistema público de salud:

(Manera en la que la idea propuesta contribuye a alcanzar los objetivos de interés social, a nivel de usuario del sistema público de salud, como una mejora de su situación actual)

Beneficios para otros agentes de los servicios públicos de salud:

(Descripción de las oportunidades creadas por parte de la idea propuesta para otros agentes de los servicios públicos de salud)

Elementos de innovación o resultados de I+D:

Manera en la que la idea propuesta contribuye a generar desarrollos de innovación e/o resultados de I+D que actualmente no existen en el mercado)

Legislación y normas asociadas:

En el caso de que exista, conjunto de leyes y/o normas de aplicación a la idea propuesta)

Subir propuesta PDF:

Seleccionar archivo Ningún archivo seleccionado Max(10Mb).

URL video explicativo (Opcional)

Dirección web que pueda contener información adicional almacenada p.ej. en forma de videos- sobre la idea propo

✓ Autorización del uso de los datos aportados

Declaración obligatoria:

- ☐ La propuesta presentada está libre de patentes comerciales, copyright o cualquier otro derecho de autor o empresarial que impida su libre uso por parte del SERGAS o de cualquier otra empresa colaboradora en el desarrollo de futuros proyectos.
- ☐ Autorizo al SERGAS al uso de los contenidos de las propuestas. Este uso se limitará exclusivamente a la posible inclusión de los contenidos en el proceso de definición de las líneas de trabajo, que se concretará en los pliegos de los distintos procedimientos de la contratación que se tramiten en el marco del Plan de Innovación Código100, bajo la fórmula de Compra Pública de Innovación.

Autorización opcional:

- ☐ Incorporación a la lista de participantes en el proceso de consulta pública (solamente se publicará la entidad o persona que propone la idea).
- ☐ Registro de datos de contacto facilitados.

Importante: "Esta información se incorporará a un fichero denominado Registro de datos de Código100, con la finalidad de gestionar los datos de los participantes en las consultas al mercado, mantenido bajo responsabilidad de la Dirección General del SERGAS, siempre que las personas usuarias no manifiesten lo contrario. Los derechos de acceso, rectificación, cancelación y oposición pueden ejercerse dirigiéndose a la siguiente dirección de correo electrónico: codigo100@sergas.es"

Enviar

Borrar

Annex 10

INTERNATIONAL EXPERT SHEET

Photo	Name	
	Position	
	Institution	
	Telephone	
	E-mail	

Industry experience and affiliations

--

Research topics and projects developed

--

Annex 11

EVALUATION MATRIX OF INNOVATIVE SOLUTIONS

It is recommended to develop four stages of assessment for the proposals.

The evaluation can be performed according to the following questions:

- Will the resolution adapt to the need of the project?
- Does its development fits with the times stipulated by the Administration?
- Does its estimated budget fits with that of the project?
- What degree of innovation features the proposed idea?

In this way and according to answers received of each of the questions they can be classified into four different groups.

Interesting and totally relevant

	Total	Partial	None
A Is it adapted to the resolution of the need?	✗		
B Does its development fit with the times of the local government?	✗		
C Does its estimate budget fit the Local Government?	✗		
D What degree of innovation features the idea?	✗		

The proposal is interesting for the Administration and relevant for the project.

Partially interesting and relevant

	Total	Partial	None
A Is it adapted to the resolution of the need?		✗	
B Does its development fit with the times of the local government?	✗		
C Does its estimate budget fit the Local Government?	✗		
D What degree of innovation features the idea?		✗	

The proposal is entirely appropriate, without how- go, there are aspects that partially interested.

Interesting but not relevant

	Total	Partial	None
A Is it adapted to the resolution of the need?	✗		
B Does its development fit with the times of the local government?			✗
C Does its estimate budget fit the Local Government?			✗
D What degree of innovation features the idea?	✗		

The proposal has been interested for the Administration, but not relevant due to its remoteness to the times and budgets raised by the entity.

Not interesting

	Total	Partial	None
A Is it adapted to the resolution of the need?			✗
B Does its development fit with the times of the local government?	✗		
C Does its estimate budget fit the Local Government?	✗		
D What degree of innovation features the idea?	✗		

Annex 12

INDEX OF THE ENQUIRIES TO THE MARKET CLOSING REPORT

- 1 Introduction
- 2 Process of enquiries to the market
- 3 Participation in the proposal of innovative solutions
 - 3.1 Participant enterprises
 - 3.2 Validation of formal proposals
 - 3.3 Innovative aspects of the proposals
- 4 Conclusions

Annex 13

Sample document

ADVANCED SHEET INDEX

- 1 Baseline
- 2 Scope of the project
- 3 Initial identification of innovative elements to develop
- 4 Map of needs identified by users
- 5 Proposed solutions of companies and R & D institutions
- 6 Innovative solutions to be identified on the early demand map
- 7 Technical framework for integrating patient-oriented solutions
- 8 Planned closing date of call and budget

Annex 14

Sample document

FIELDS TO BE COVERED IN AN EARLY DEMAND MAP

ID	CONCEPT	DESCRIPTION	ESTIMATED	LINE PROJECT
1/2019	Acronym	Brief description of the planned procurement	xxx.xxxx €	If necessary indicate the line to which it belongs within the project

Annex 15

Sample document

INDEX OF DOCUMENT OF RESULTS PRESENTATION

CONSULTATION PROCESS TO THE MARKET

1 Situation

2 2Seminars and workshops held:

- Date and place
- Number of attendees
- Objective of the act
- Results obtained

3 Collection of innovative solutions:

- Collection method.
- Global numbers:
 - Number of proposals received.
 - Number of participating companies.
 - Number of proposed entity type and size.
 - % Of ideas considered interesting.
 - Number of proposals per million € of the project.
 - % Of proposals by Industry
 - % Of proposals by origin

Annex 16

Sample document

INFORMATION COLLECTION SHEET

Description of the purpose of the document for which you are collecting information

Contact information

- Company name
- Contact person and position
- Contact E-Mail
- Sector
- Business Type
- Foundation year
- Web page
- Address and province
- Phone

Información global

- Company description ([Maximum 250 words](#))
(Brief description of the company's founding year, No. of employees, business areas, No. office, geographic dispersion ... etc.)

Specific information on its proposal regarding the CÓDIGO 100 project, within the empowerment line

- Description of proposals / as presented for the project ([Maximum 160 words](#))
(Brief description of the above proposals)
- Points to the proposal ([Maximum four points of 30 words each](#))
(Those most representative point you want to highlight of the proposal)

Data to attach

- Logo in good quality (Formats: PNG, JPG)
- Images of the proposal (Formats: PNG, JPG)
(Ex.: input value, graph the proposal, etc.)
- Company pictures (Formats: PNG, JPG)
(Images from headquarters, offices, facilities more relevant)

Extra

- You can send any additional information that may be of interest if possible.
(Ex.: more detailed presentation of the proposal, references, etc.)

Annex 17

Agenda

PRESENTATION CONFERENCE OF CÓDIGO 100 TENDERS



JORNADA DE PRESENTACIÓN DE NUEVOS PLIEGOS DE CONTRATACIÓN PÚBLICA

18/09/2018
09:30 h – 13:30 h

Salón de actos de la Consellería de Sanidade. Edificio administrativo de San Lázaro, Santiago de Compostela.

09:30 h – 10:00 h

Registro y acreditación de asistentes.

10:00 h – 10:15 h

Inauguración de la jornada (presentación vídeo Código 100).

Jesús Vázquez Almuiña, *conselleiro de Sanidade*.

Antonio Fernández-Campa García-Bernardo, *gerente del Servizo Galego de Saúde*.

Beatriz Allegue Requeijo, *gerente de la Axencia de Coñecemento en Saúde (ACIS)*.

10:15 h – 10:45 h

La Asociación para la Innovación y la biotecnología herramientas clave de Código 100.

Aspectos jurídicos y procedimentales de las nuevas licitaciones.

Beatriz Allegue Requeijo, *gerente de la Axencia de Coñecemento en Saúde (ACIS)*.

Inmaculada Tomás Sánchez, *jefa de servicio de Contratación del Servizo Galego de Saúde*.

10:45 h – 11:15 h

Como vamos en Código 100: las nuevas plataformas de conocimiento en salud y de gestión de competencias profesionales.

José Miguel Santalla Pinto, *jefe de proyecto Netex. Plataformas de gestión de conocimiento en salud*.

Marcos Quintáns Abalo, *director UTE Coremain – Balidea. Proyecto SIXPROF*.

MODERADORA: Pilar Farjas Abadía, *coordinadora funcional E- Saúde*.

11:15 h – 11:45 h

Pausa café.

11:45 h – 12:15 h

MODERADOR: Jorge Aboal Viñas, *director general de Asistencia Sanitaria.*

Por que te interesa Código 100: nuevas licitaciones.

Presentación de los pliegos de la línea de terapias.

José Francisco Noguera Aguilar, *jefe de servicio de Cirugía del CHUAC.*

Rafael López López, *jefe de servicio de Oncología Médica del CHUS.*

Ihab Abdulkader Nallib, *facultativo de Anatomía Patológica del CHUS.*

12:15 h – 12:45 h

MODERADOR: Jorge Aboal Viñas, *director general de Asistencia Sanitaria.*

Por que te interesa Código 100: nuevas licitaciones.

Presentación de los pliegos de las líneas de profesionales y empoderamiento.

María del Mar Castellanos Rodrigo, *jefa de servicio de Neurología CHUAC.*

Manuel Salgado Fernández, *jefe de servicio de Radiofísica del Hospital Meixoeiro.*

Benigno Rosón Calvo, *subdirector general de Sistemas y Tecnología. Consellería de Sanidade.*

12:45 h – 13:15 h

Living Lab de Ourense.

Una oportunidad para el testeo de prototipos/productos innovadores surgidos en CPI

Julio García Comesaña, *gerente del Área Sanitaria de Ourense.*

13:15 h – 13:30 h

Clausura de la jornada.

Antonio Fernández-Campa García-Bernardo, *gerente del Servizo Galego de Saúde.*

Beatriz Allegue Requeijo, *gerente de la Axencia de Coñecemento en Saúde (ACIS).*

Annex 18

SURVEY FORM TO ASSOCIATIONS IN THE CÓDIGO 100 PROJECT

1 Name of association:

2 Origin:

3 No. of partners:

BLOCK I. Rating of the Código 100 process of enquiries to the market

4 Have you previously participated in defining needs of another process of enquiries to the market?

- ☐ Yes, in the process of enquiries to market of SERGAS of H2050 and Innova-Saúde. Indicate the principal differences regarding the process of Código 100.
- ☐ Yes, in another process of enquiries to the market. Indicate which. Indicate the main differences from the process of Código 100.
- ☐ No, this is the first process in which I participate (only 4.1).

4.1 Rate the degree of innovation of the process of enquiries to the market of Código 100

- ☐ A little innovative
- ☐ Innovative
- ☐ Quite innovative
- ☐ Very innovative

4.2 Rate the degree of innovation of the process of enquiries to market of Código 100 regarding the process of enquiries to the market of SERGAS of H2050 and Innova-Saúde

- ☐ A little innovative
- ☐ Innovative
- ☐ Quite innovative
- ☐ Very innovative
- ☐ I did not participate in the process of H2050 and IS

4.3 Rate the degree of innovation of the process of enquiries to the market of Código 100 in relation to other process of market enquiries

- ☐ A little innovative
- ☐ Innovative
- ☐ Quite innovative
- ☐ Very innovative
- ☐ I did not participate in the process of H2050 and IS

5 Rate the information process conducted through the website, social networks, email and telephone follow-up of Código 100

- ☐ I consider that the information published and received through different channels is useful and allows to be updated over the process.
- ☐ I consider that the information published and received through different channels does not allow to be updated over the process.

6 Do you think you have successfully transmitted the objectives pursued by the Galician Health Service- SERGAS to the process of enquiries to the market?

- ☐ Yes
- ☐ No (If you check this option please indicate reasons)

7 Rate utility and benefit from:

Seminars and workshops

- ☐ Very useful
- ☐ Useful
- ☐ Indifferent
- ☐ A little useful
- ☐ I have not participated

Advanced sheets

- ☐ Very useful
- ☐ Useful
- ☐ Indifferent
- ☐ A little useful

Early demand Map

- ☐ Very useful
- ☐ Useful
- ☐ Indifferent
- ☐ A little useful

Catalogue of business initiatives for innovative solutions

- ☐ Very useful
- ☐ Useful
- ☐ Indifferent
- ☐ A little useful

8 From the entire of process of enquiries to the market of Código 100, what has been, according to your opinion, the activity and / or action more interesting and useful?

General:

- ☐ Conference presentation of the enquiries process to market of Código 100 project in Santiago de Compostela (April 6, 2017)
- ☐ Conference of enquiries to the market for the early demand map presentation of the Código 100 project in Santiago de Compostela (12 July 2017)

Specific line Empowerment:

- ☐ Innovative workshop presentation with patient needs (24 and 27 April 2017)
- ☐ Innovative analysis workshop needs between patient associations and companies (9 May 2017)

9 Do you think that the realization of the innovative workshop needs between companies and patient associations has been positive to bring the technology supply needs?

- ☐ Yes (please specify reasons)

- ☐ No (please specify reasons)

10 Indicate the overall satisfaction with the process of enquiries to the market of the Código 100 project

- | | |
|--------------------------------------|--|
| <input type="radio"/> Very satisfied | <input type="radio"/> Little satisfied |
| <input type="radio"/> Satisfied | <input type="radio"/> Dissatisfied |

11 Regarding your participation in the enquiries to the market of the Código 100 project, have you been informed that the project falls within the framework of a convention collaboration between the Galician Health Service (SERGAS) and the Ministry of Economy, Industry and Competitiveness (MINECO), funded by 80% with funds ERDF within the Operational Program Smart Growth (POCINT) of the period 2014-2020?

☐ Yes

☐ No

BLOCK II. Assessment of the impact of your participation in defining Código 100 needs

12 Do you consider positive that the SERGAS through the enquiries to the market of the Código 100 project, has taken into account the patient associations in defining the needs to be solved?

☐ Yes (Please specify reasons)

☐ No (Please specify reasons)

13 What do you think the participation in enquiring market is a good way to involve patients as the true end users of the solutions obtained?

☐ Yes (Please specify reasons)

☐ No (Please specify reasons)

14 Do you think the SERGAS has properly transferred the needs identified by the associations in the Empowerment advanced sheet?

☐ Yes (Please specify reasons)

☐ No (Please specify reasons)

15 Do you think that the innovative solutions provided on the early demand map meet the needs identified by the associations?

☐ Yes (Please specify reasons)

☐ No (Please specify reasons)

16 How would you assess the work done during the enquiry stage by SERGAS, on the long/medium term by associations?

☐ Very useful

☐ Indifferent

☐ Useful

☐ A little useful

17 Indicate the degree of satisfaction in relation to information, doubts resolution, problem management and support of the Código 100 project

☐ Very satisfied

☐ Little satisfied

☐ Satisfied

☐ Dissatisfied

18 Would you like to see in future enquiries to the market again with patient associations as participants?

☐ Yes (Please specify reasons)

☐ No (Please specify reasons)

19 Your opinion matters and we want to know it to improve future processes. That is why we ask you to share what improvements you would apply on the following issues:

☐ Communication process (Please specify reasons)

☐ Workshops and conferences (Please specify reasons)

☐ Material generated (Please specify reasons)

☐ Other relevant information (Please specify reasons)



European Regional Development Fund (ERDF)
One way to make Europe

