



## Open Market Consultation - International

26 February 2026 | 9:00-11:00 (CET)

### Procurers



### Supported by



## Technical: Questions, slides etc.

### All information will be shared

#### DURING EVENT

### Video, microphone, recording



- ▶ This meeting **is recorded (including Q&A)**
- ▶ Video and mics will be opened for participants during Q&A
- ▶ Please unmute yourself and turn on video when speaking

### Networking



- ▶ **Present yourself** in Chat with name, what you “offer”, contact details
- ▶ Someone has to make the first step ... so contact people (all you could hear is a no)

### Questions



- ▶ Ask anytime **using Q&A function** (not Chat!)
  - We try to pick up on questions during presentation to degree possible
  - If we do not, there is a very good chance your question will be answered on slides
- ▶ Q&A will be live following questions and questions asked live
- ▶ Critical / new questions are added to [FAQ](#) on website
- ▶ **Q&A are recorded**

#### AFTER EVENT

### Presentation

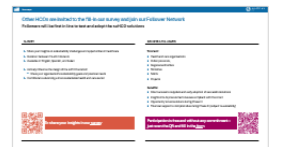


- ▶ Presentations will be shared on website: <https://suhco.eu>
  - All registered are notified via email
- ▶ Recording will be shared on website

### Staying informed



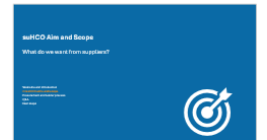
- ▶ Suppliers/companies should register on [Matchmaking Platform](#)
- ▶ Health and care organisations can become [Follower](#)
- ▶ All are invited to [newsletter](#) and [LinkedIn](#)



## Objectives

Most of all, to open a dialogue with the market on the suHCO project and the Pre-Commercial Procurement (PCP)

**To understand the scope of the project**



**To achieve a common understanding of the PCP process**



**To consult with potential suppliers of R&D solutions**



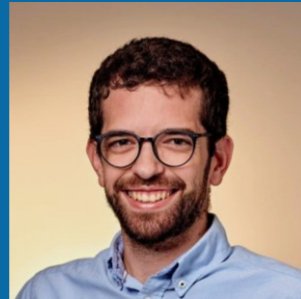
**To facilitate the establishment of partnerships**



# Presenters



**Maria Colomé**  
Project Manager



**Jordi Jordà**  
Innovation & Partnership  
Area Director



**Sonja Müller**  
Senior project manager



**Klaus Piesche**  
Senior project manager



**Bart Vilier**  
Project manager



# Introduction

## Summary of the suHCO challenge

### >>Welcome and introduction

suHCO aims and scope

Procurement and tender process

Q&A

Next steps





# suHCO procurers



suHCO



## Catalonia

CSC (Consorti de Salut i d'Atenció Social de Catalunya)



## Treviso

EnEA (Ente Educazione e Assistenza)



## Wales

HDUHB (Hywel Dda University Health Board)

# Supporting partners



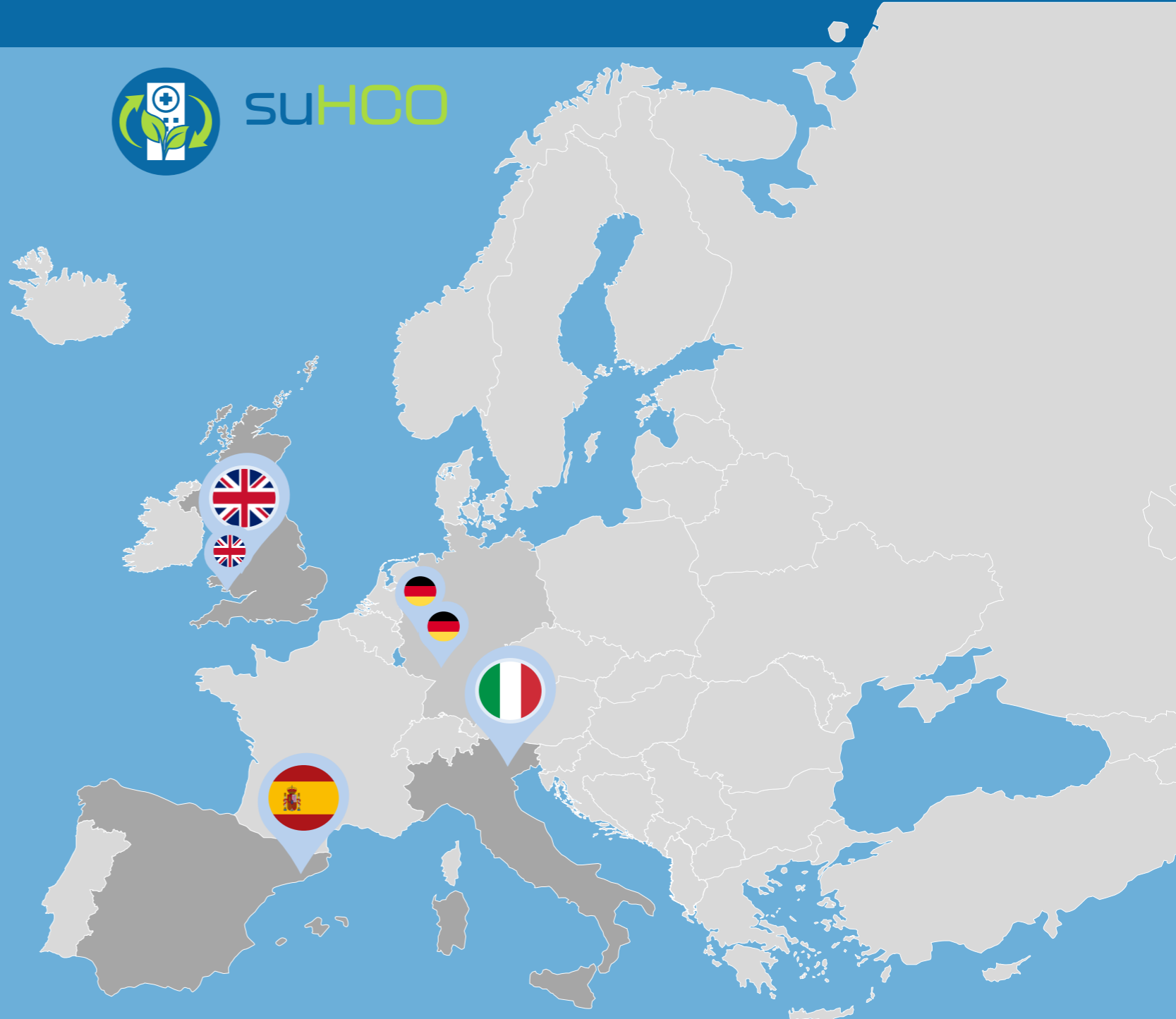
**empirica** (Communication and Technology Research)



**Bevan Commission** (Swansea University)



**BME** (German Association of Materials Management, Purchasing and Logistics)





# Project

## Leading health and care organisations are tackling a common challenge together

### PROJECT INFO

**3 Procurers – representing a diverse group of HCOs<sup>1</sup>, providing services to 6.4 million clients**

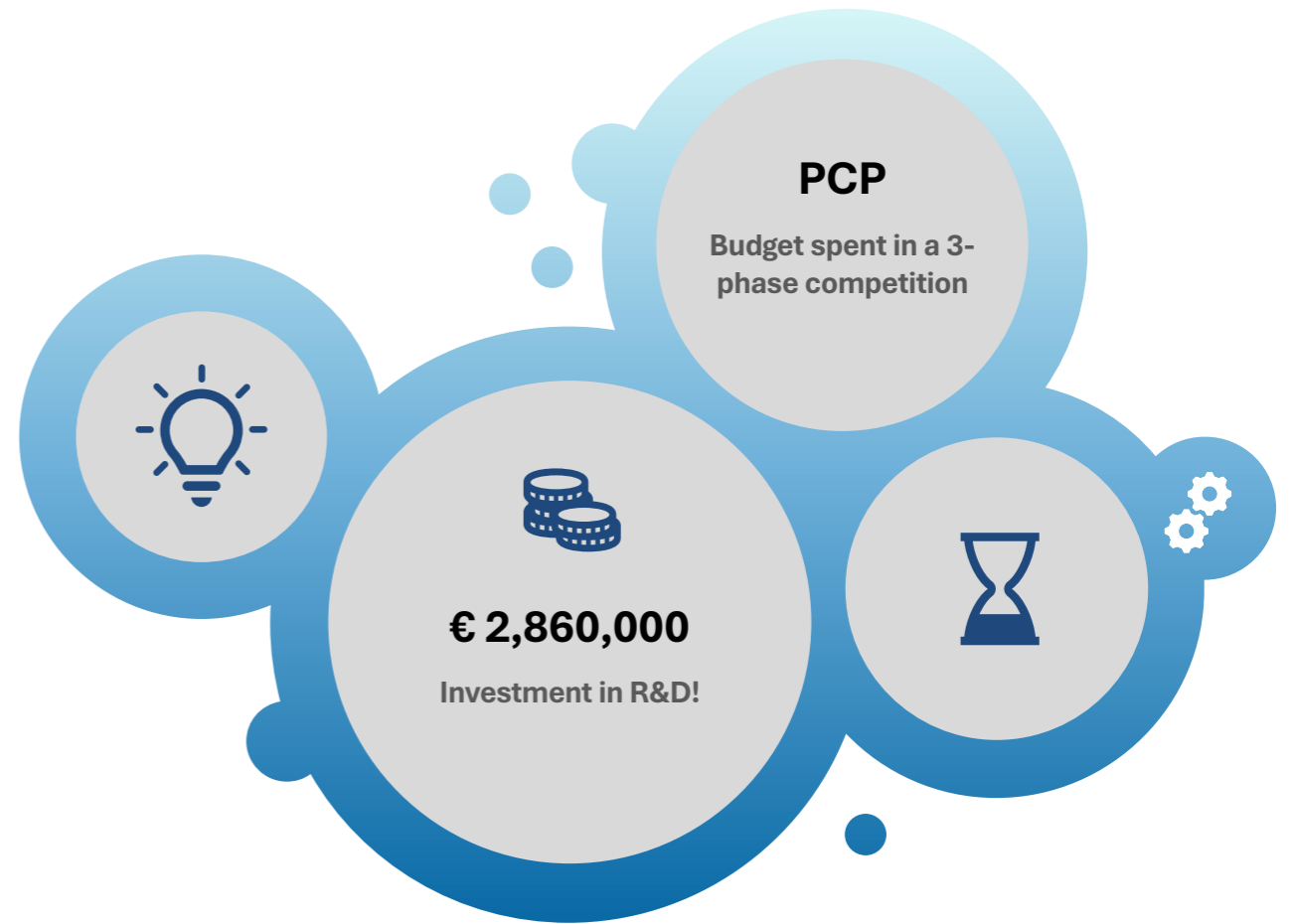
**A wide-reaching Follower Network**



**Prior Information Notice (PIN)  
OJ S 208/2025 29/10/2025**

**Common Challenge: accelerate the sustainability transition in HCOs**

### PRE-COMMERCIAL PROCUREMENT



1. The term 'health and care organisation' (HCO) is to include any organisation in health and care systems which has control and over and therefore the ability to reduce the environmental footprint of the sector. This includes but is not limited to hospitals, care homes, networks or groups, central procurement, cascading organisations etc.

## What is the problem?

**There is a huge potential to increase sustainability in the health and care sector**

### HEALTH AND CARE SECTOR RESPONSIBLE FOR

**Up to ~5% of GHGs globally<sup>1</sup>**

**Millions of tons of waste<sup>2</sup>, wide use of disposables**

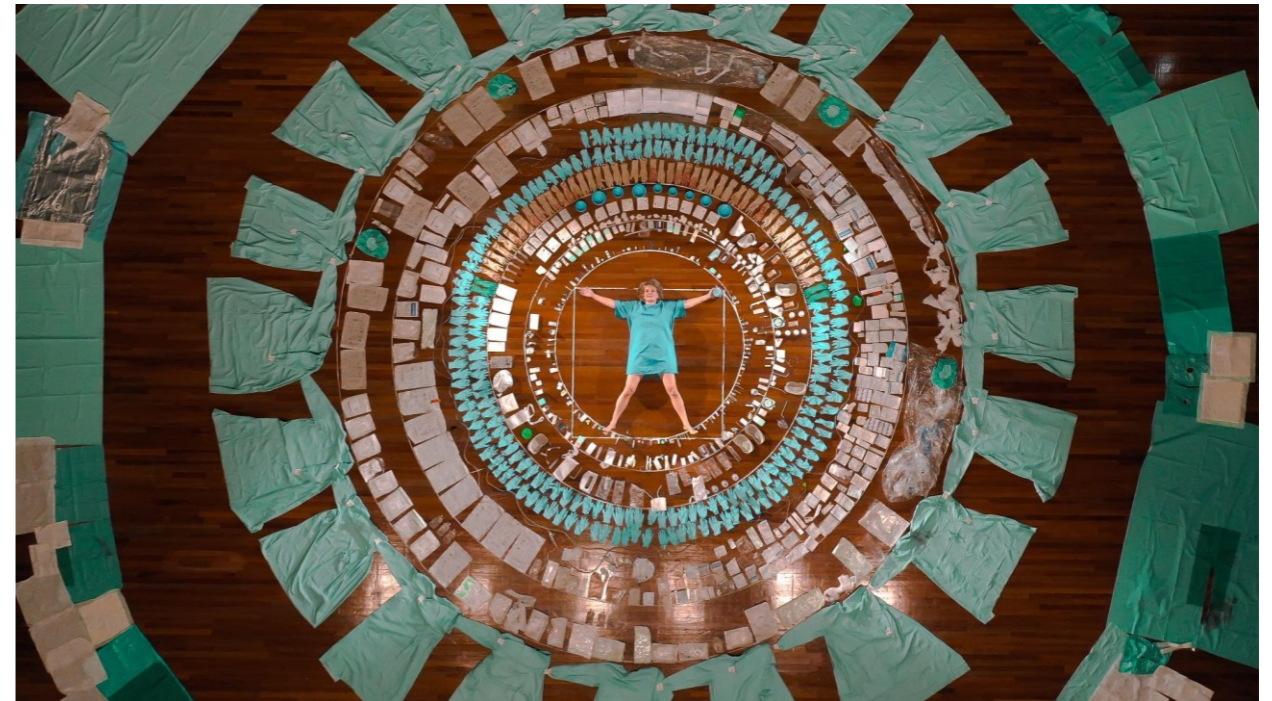
**85% of waste is non-hazardous<sup>3</sup>**

**64% of sector emissions from linear supply chain<sup>4</sup>**

**Medical supply chains are vulnerable because of their complex global structures<sup>5,6</sup>**

### A STRIKING EXAMPLE

- ▶ A patient asked surgeons to keep all waste from her breast reconstruction after cancer and created an artwork<sup>7</sup>:



**.... and there is even no packaging on the image ...**

**suHCO project -  
Systemic Sustainability Transition  
Solution for Health Care Organisations  
through PCP**



## Filling the gaps

The suHCO approach is focusing on making real impact happen by offering what is missing

HORIZONTAL - NOT VERTICAL

We aim to cover the whole Circular Economy

SYSTEMIC – NOT SPECIFIC

We offer services to the entire organisation

Our solution is agnostic

Medical devices

Medication

Construction

Textiles

Waste

...

Our solution is to help all HCO employees

Our solution is to connect with health decisionmakers

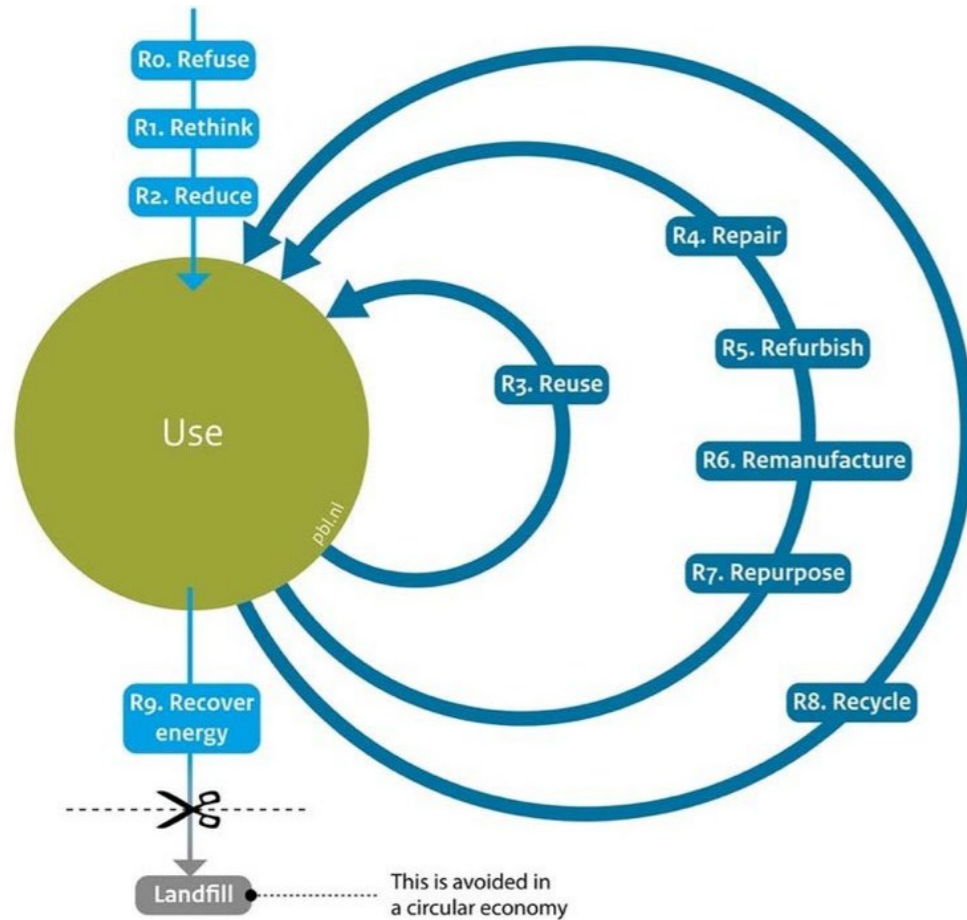
Our solution is to empower HCOs of any size

Our solution is to make sustainability actionable

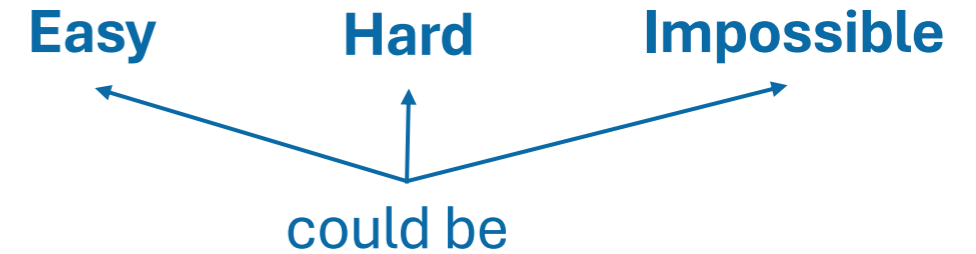
# Circular Economy

Through circularity we want to utilise as few items as long as possible ... to stay within a loop or “fall” as few loops as possible

THE SHORTER THE PATH THE BETTER = CLOSER TO ORIGINAL PURPOSE



HOWEVER...IT IS COMPLICATED



this depends on

Value chain / Case

Legal limits

User commitment

Data availability

User expertise

Local companies

**MINDSHIFT** I could procure less or use “services”

**MINDSHIFT** I need to consider more. Who helps me?



# Core elements of our challenge

We defined the challenge along four building blocks





# Our Followers

We currently have 32 members of our Follower Network

## Health and care organisations



## Other public bodies, network/cluster organisations & projects



# suHCO Aim and Scope

What do we want from suppliers?

Welcome and introduction

>>suHCO aims and scope

Procurement and tender process

Q&A

Next steps



## Research shaping our Challenge

We have conducted Focus Groups, interviews, survey, workshop and literature research to define the Challenge

### INTERNAL ACTIVITIES

User Group & Persona development



Mural workshop  
(to develop requirements)

Taxonomy working group  
(to come)

### EXTERNAL ACTIVITIES

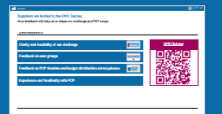
Survey  
(for HCOs & other stakeholders)



Focus Groups and interviews  
(among different user groups)










OMC Survey  
(to get *your* feedback)



suHCO Challenge Brief

## User Groups and Personas for the suHCO solution

We have identified 7 user groups, with a persona for each describing their motivations, frustrations and desired features

<b>Health and care decisionmakers</b>	<b>Sustainability staff</b>	<b>Procurement staff</b>	<b>Compliance staff</b>	<b>Health and care practitioner</b>	<b>Estate staff</b>	<b>Administration staff</b>
Marta (57)	Matteo (52)	Lisa (46)	Robert (41)	Abigail (33)	Alexander (37)	Sofia (31)
Chief medical officer	Sustainability manager	Head of procurement	Compliance risk officer	Registered nurse	Facilities manager	Administrative coordinator
						

<b>User Group</b>
Name (age)
Position

# Survey results, a first impression

## The survey confirms the suHCO needs and considers the proposed features as important

### OVERVIEW

#### Stats

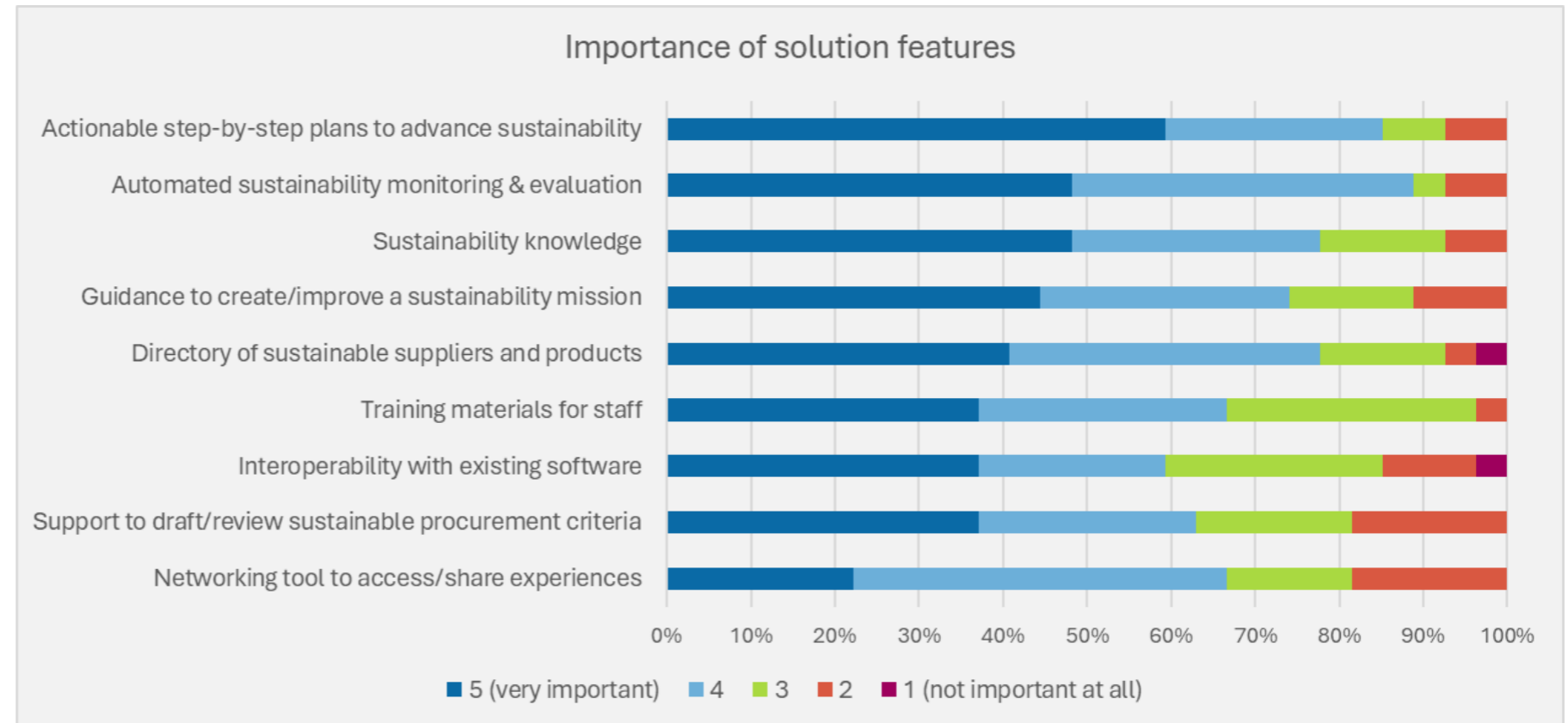
- ▶ 27 responses
  - As of 26 Feb
  - Mostly from health and care service providers (78%)

#### Challenges when implementing sustainable practices

- ▶ 98 challenge selections were made
- ▶ Budget and time constraints most frequently, followed by awareness and lack of strategies with practical steps

#### Importance of solution features

- ▶ Implementation-oriented support is prioritised over exchange-oriented features
- ▶ Average important rating: 4.04 out of 4



# Focus Group results, a first impression

## Focus groups deepened understanding of the perceived challenges and proposed features

### OVERVIEW

#### Stats

- ▶ 61 participants:
  - 17 health and care practitioners
  - 25 procurement staff
  - 19 sustainability staff

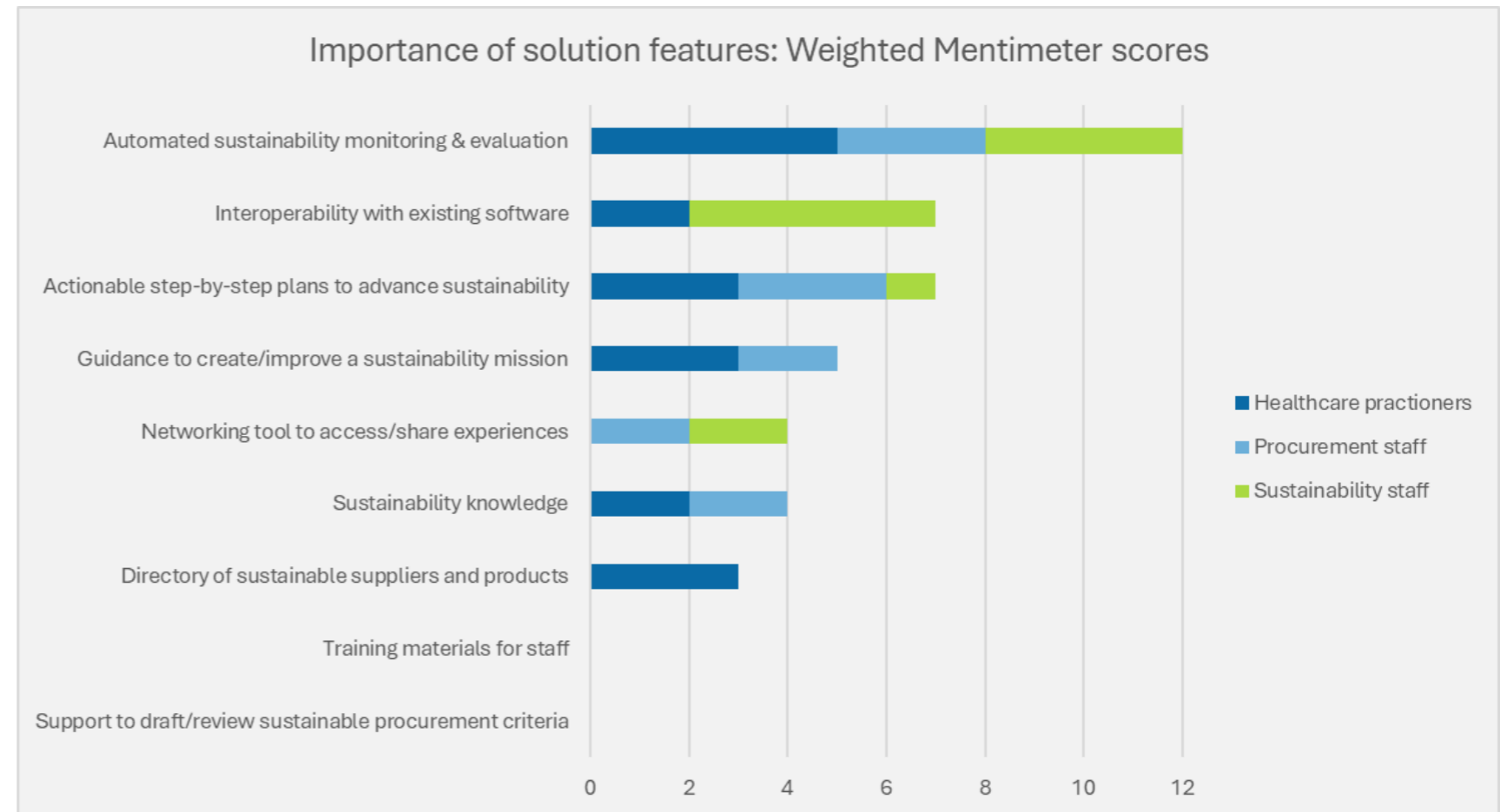
#### Ranking of challenges<sup>1</sup>

- ▶ Similar to survey results:
  - Awareness and organisational culture was ranked most frequently in the top 3 challenges, followed by budget and time constraints

#### Ranking of solution features<sup>1</sup>

- ▶ Automated monitoring is considered slightly more important than in survey responses (still in both top-3)
- ▶ Actionable step-by-step plans are in both top-3

 **Survey and Focus Group results align on key challenges and features**



1. Weighted scoring approach in which only the three highest ranked challenges were considered. The challenge ranked first was assigned 3 points, the second 2 points, and the third 1 point.

## What do we (not) want?

**We want to develop something with you which we are happy to pay for after the (funded) project**

### WHAT WE DO WANT

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**Cover all departments, sectors, value chains**

**Achieve significant impacts of R-strategies**

**Enable HCO independent of starting point**

**Curating sustainability expertise, using AI to increase value**

**Scalability for all HCOs with a long-term vision**

### WHICH MEANS THIS IS NOT FOR US

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**“A” specific circular solution (others do that)**

**Squeeze last X% out of a specific use case**

**Non-replicable cutting-edge technology**

**“Swinging it” with existing AI models<sup>1</sup> without adding value**

**Proof-of-concept approaches**

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1. Use what there is, but make it smart for our challenge.

## Capacities required

**We seek tenderers capable of covering the following areas**

PRELIMINARY

**Ability to perform R&D up to original development of the first products or services**

**Ability develop platform solutions, IT and AI expertise**

**Circular Economy / Sustainability expertise**

**Experience with health and care organisations**

**Ability to commercially exploit the results of the PCP, including intangible results and in particular IPRs**

**The roles of a consortium must be well laid out and IPR ownership clearly regulated as part of any offer for the suHCO tender.**

## suHCO is technology neutral

**Our focus is to describe the actual problem – you need to come up with technical and practical solutions**

**Buyers Group defines a  
(very complex) problem  
and award criteria**

**Suppliers  
define the  
solution**

...any constellation of technologies is thinkable if it fulfils  
design principles and requirements etc. ...

# Pre-Commercial Procurement (PCP)

## Background and process

Welcome and introduction

suHCO aims and scope

>> **Procurement and tender process**

Q&A

Next steps



## **Background on the PCP Instrument**

Describes the differences with traditional procurement and the inner logic of PCPs



# Pre-Commercial Procurement vs. Traditional Public Procurement

**Pre-Commercial-Procurements (PCP) create a new, competitive market for Research and Development (R&D) services and development**

## PRE-COMMERCIAL PROCUREMENT

**Joint Procurement** (Buyers Group)

**High degree** of innovation / R&D effort required

**Prototype development:** medium-/long-term

**Competitive development:** several Suppliers

**New IPR** – Risk/Benefit-sharing

**Special legal framework** in Horizon Europe/WTO

**Development in multiple phases**

## TRADITIONAL PROCUREMENT

**Individual Procurement** (single department)

**Low degree** of solutions' innovation

**Mature product/service:** immediate/short-term

**Single contract:** one Supplier

Often based on existing **IPR**

**National public procurement** rules apply

**Development in one phase**



# Benefits of PCP

## PCP creates value for all involved stakeholders



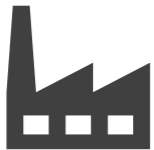
### Taxpayers

- Access to more sustainable healthcare services;
- More innovative and globally competitive society;
- Attractive for foreign investment;
- Increased employment demand.



### Procurers

- Solutions tailored to public needs;
- Increased quality of services;
- Knowledge about pros/cons of alternative solutions;
- Procurers get to select the best options.



### Suppliers

- Opportunities to gain leadership in a sector or to enter new markets;
- Retention of IPR ownership;
- Testing under real world conditions;
- Shortening time-to-market process for solutions.

**A WIN-WIN FOR EVERYONE!**

# PCP and tendering process

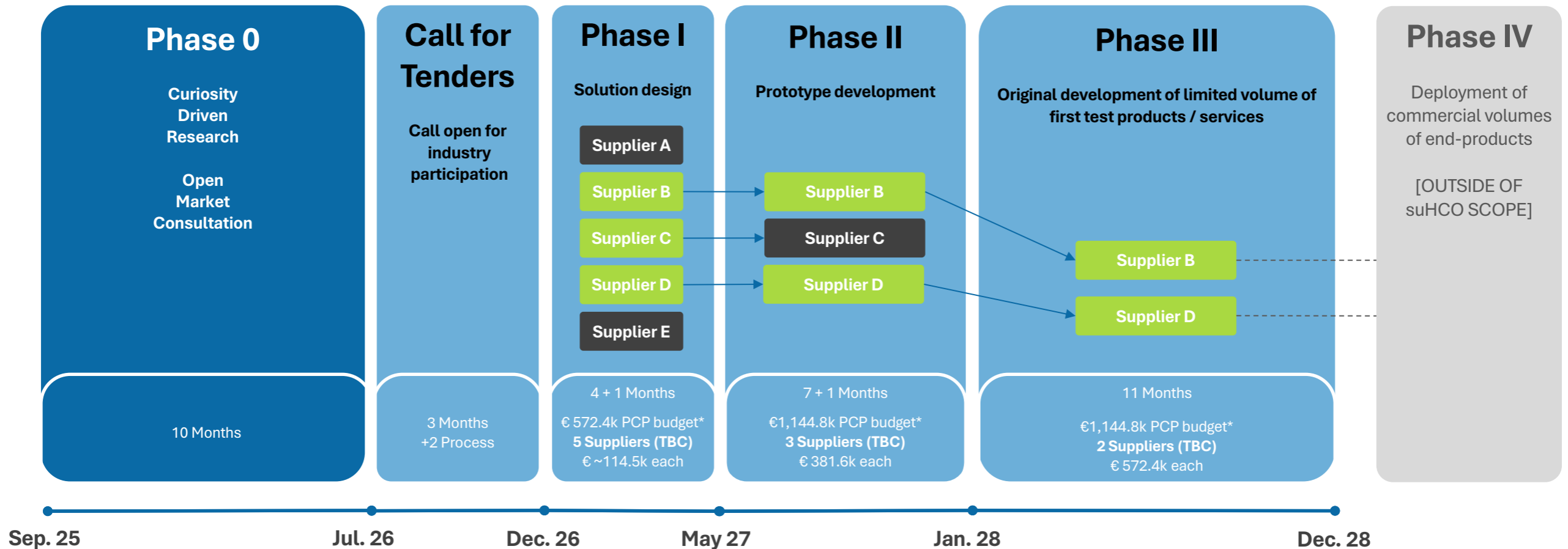
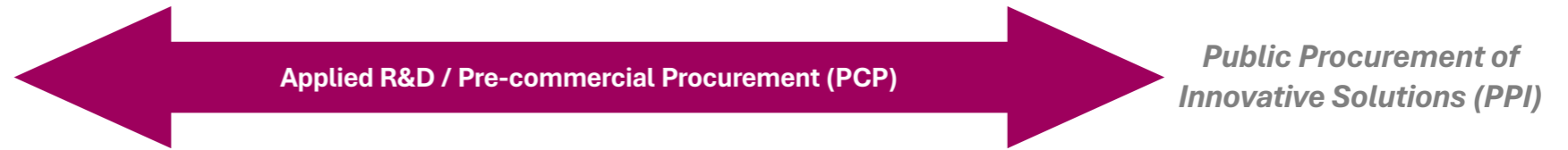
Describes the process of PCPs



# PCP structure

PCPs follow a multi-staged process to select the most suitable and promising innovation; R&D services are funded at all stages

PRELIMINARY



\*All PCP budget values stated are expected to include VAT (21%). The maximum PCP budget for a successful Supplier (participating in all three phases) equals € 1,068,480



## Funding principles

### **A PCP is a tender, it is not a grant**

**Financial offers are requested for each phase (up to the ceiling)**

**The offer has to include all costs (including tax if applicable)**

**The payment is made based on offered price ...**

**... after receipt of invoice and approval of work.**



## PCP Tendering | Core requirements for Suppliers

**All core requirements are derived from the EU directive on competition**

### PCP REQUIREMENTS

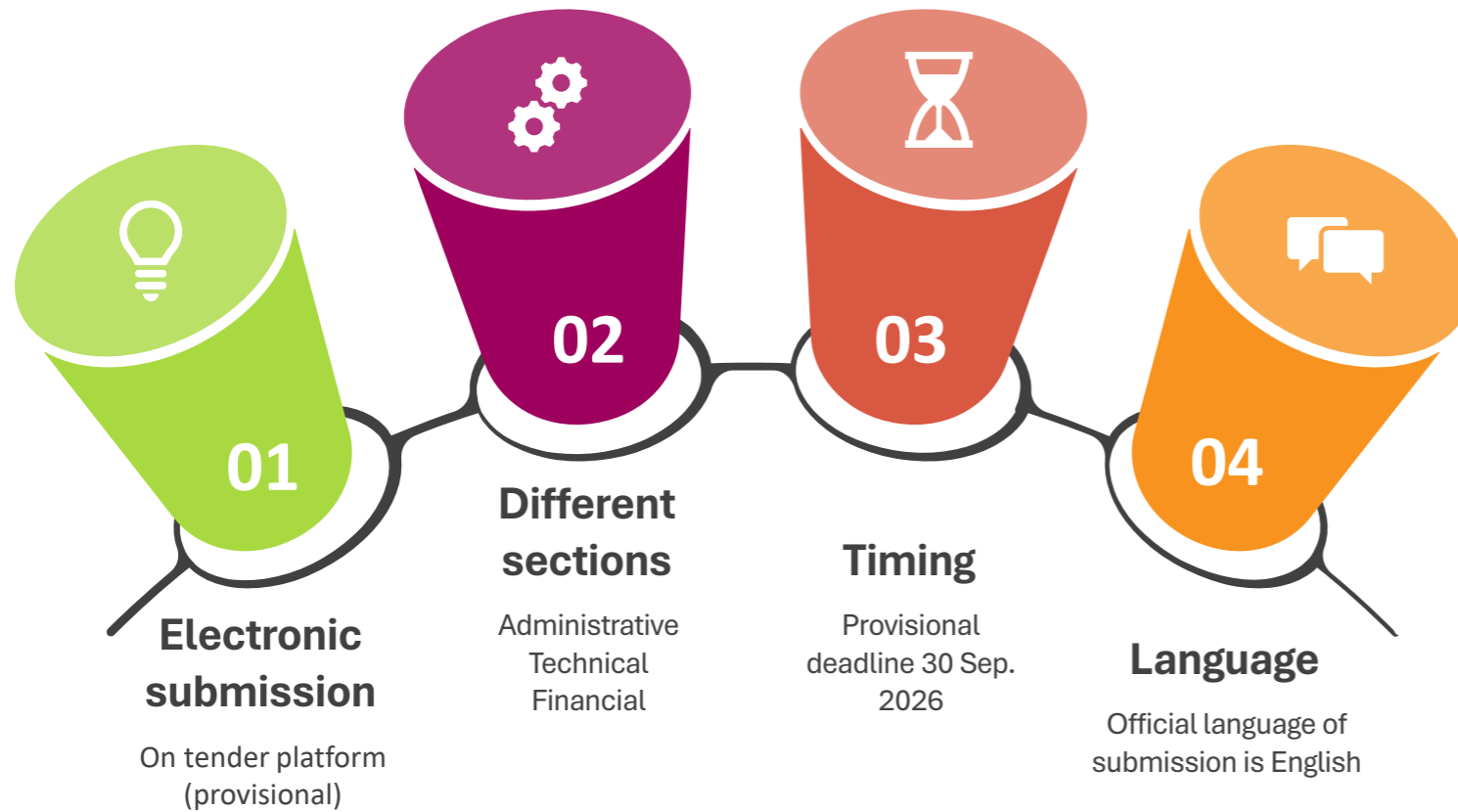
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- ▶ A **minimum of 50%** of the project R&D activities/budget must take place in the EU or Horizon Europe Associated Countries
- ▶ Tender is open to **all types of operators** (companies or other type of legal entities), regardless of size or governance structure
- ▶ Both **single entity** or **joint tender offers** and subcontracting (consortia) are possible
- ▶ The tender will be assessed on (1) exclusion (2) selection criteria, (3) on-off award criteria and (4) technical weighted award criteria
  - If you are not able to meet the selection criteria (e.g. expertise in health & care expertise, sustainability, or AI, you need a partner to team up with)
- ▶ Participation in the OMC is not a condition for submitting a tender



# Tendering process: Submission of tenders

## General information and requirements



**Tender publication:  
Expected in July  
2026**



# Tendering process: Contract, monitoring and payments

**Each PCP phase follows the same cycle of contracting, monitoring, and milestone/deliverable based payments**

## 1. Contracting

**Framework Agreement** (general terms) with **Specific Contracts** (deliverables, price) in each PCP phase.

## 3. Completion

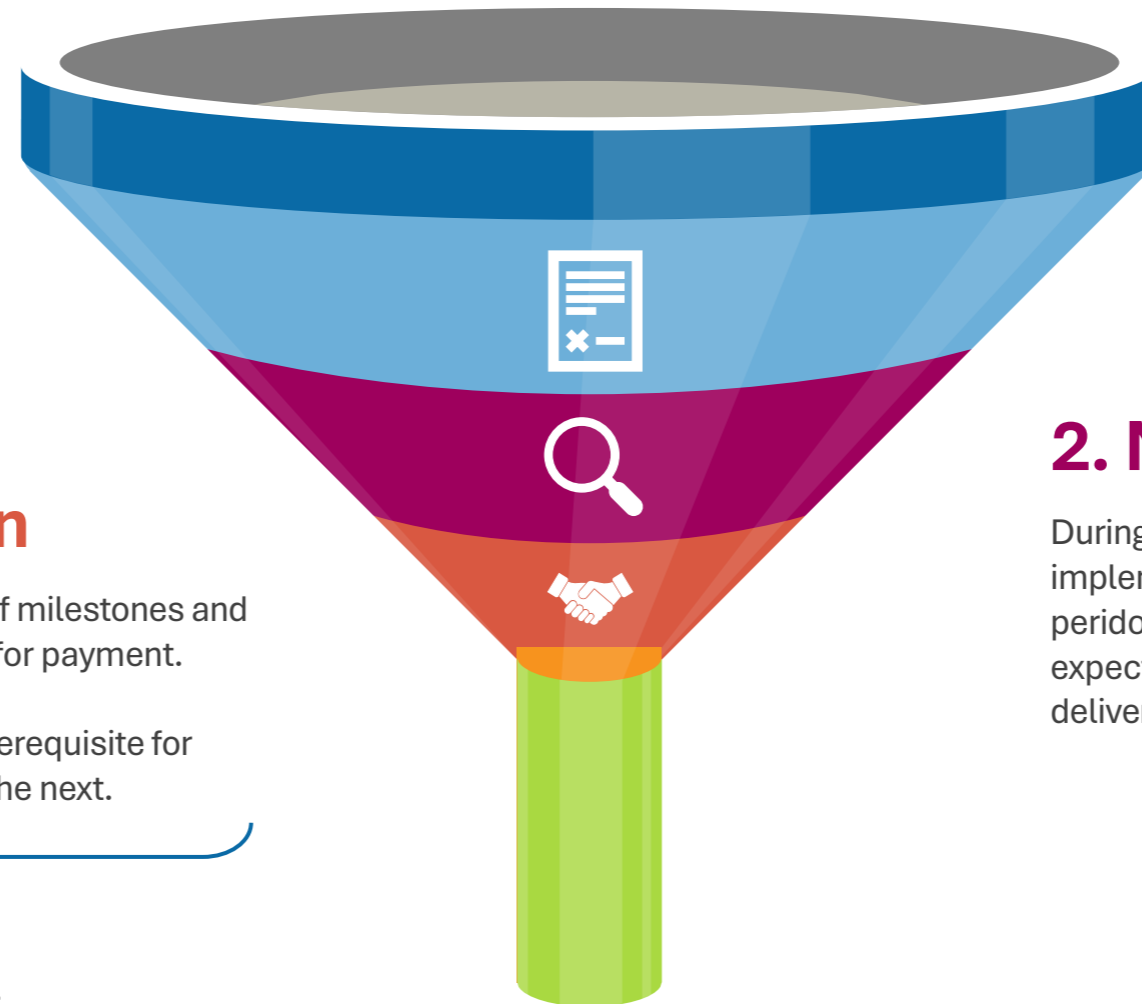
**Satisfactory completion** (of milestones and deliverables): Requirement for payment.

**Successful completion:** Prerequisite for passing from one phase to the next.



### Centralised Contract & Payments Management

All contracts, invoices and payment processes are coordinated by the Lead Procurer (CSC), acting on behalf of all procurers.



## 2. Monitoring





During each phase, contract implementation will be monitored periodically and reviewed against the expected outcomes (milestones, deliverables and outputs or results).






# suHCO timeline

## The Call for Tender is expected in July 2026









### RESEARCH AND OMC

<b>Procurer Survey</b>	 Dec. 25 – Mar. 26
<b>OMC Events + Supplier Survey</b>	 Feb. 26
<b>Matchmaking + Networking</b>	 Feb. 26 – Jun. 26
<b>Taxonomy Working Group</b>	 P0-P3

### TENDER OPEN

<b>Tender Launch</b>	 Jul. 26
<b>Tender Training Events</b>	 Sep. 26
<b>Tender submission deadline</b>	 Expected 30 Sep.
<b>Q&amp;A anytime (<a href="#">FAQ</a> already online)</b>	

### TENDER SELECTION AND PCP PHASES

 <b>Tender evaluation</b>	 Oct. '26 – Nov. '26
 <b>Phase I: Co-Design</b>	 Dec. '26 – Apr. '27
 <b>Phase II: Prototypes</b>	 May 27– Dec. 27
 <b>Phase III: Pilots</b>	 Jan. 28 – Nov. 28

# Q&A

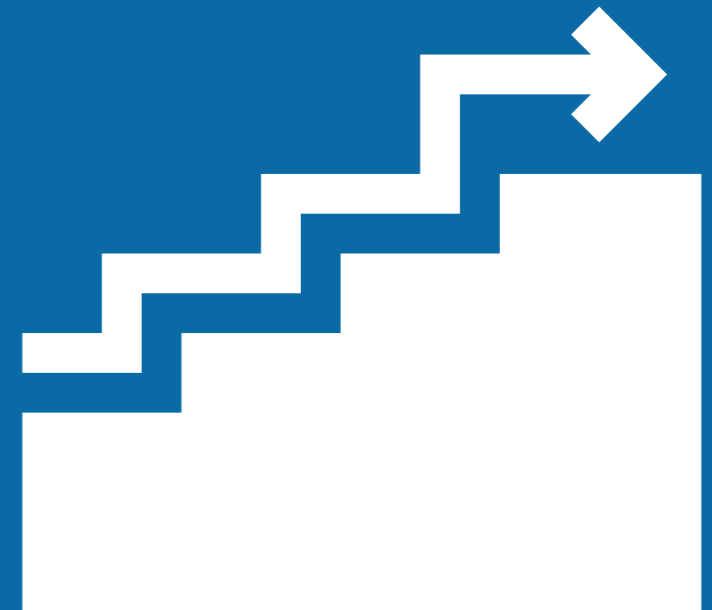
Welcome and introduction  
suHCO aims and scope  
Procurement and tender process  
**>>Q&A**  
Next steps



# Next steps

Suppliers: Conduct OMC survey & register for Matchmaking

Welcome and introduction  
suHCO aims and scope  
Procurement and tender process  
Q&A  
>>Next steps





# National OMC Events

Three national OMCs have been conducted, the recording and

## IN SPANISH/ITALIAN

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**OMC Catalonia, Spain (in Spanish)**

[Recording](#) - [Presentation](#)

4 Feb.  
11-13h



**OMC Treviso, Italy (in Italian)**

[Recording](#) - [Presentation](#)

6 Feb.  
10-12h

## IN ENGLISH

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**OMC Wales, UK**

[Recording](#) - [Presentation](#)

12 Feb.  
10.30-12.30\*



**OMC International**

26 Feb.  
9-11h

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\*9:30-11:30 (GMT local time)



# Suppliers/companies are invited to create a consortium

## Search of partners is supported with the Matchmaking Platform

### MATCHMAKING

- ▶ We encourage companies that cannot cover the whole suHCO solution to team up with other companies and apply together with (international) partners in a joint tender (consortium).
- ▶ Become visible among other suppliers looking for partners
  
- ▶ Steps, describe:
  - What you are looking for
  - What you are offering
  - Some basics + contact information
  
- ▶ Completing the form takes only ~5 minutes, your entry will be published within one business day



Register your company on the [Matchmaking Platform](#)

### PLATFORM

#### Matchmaking

The suHCO Matchmaking Platform provides a dedicated space for organisations interested in forming consortia ahead of the upcoming pre-commercial procurement (PCP).

Tenderers can choose to apply together with (international) partners in a joint tender. Consortium-based applications allow organisations to combine complementary expertise, share development capacity, and meet the full range of technical, organisational, and market-related requirements set out in the tender.

The suHCO Matchmaking Platform has been set up to actively support this consortium-building process. Organisations can create profiles that are visible to other potential applicants, making it easier to identify suitable partners and establish strong, balanced consortia. Profiles are designed to highlight key strengths and interests, helping participants quickly assess potential collaborations.

On the platform, organisations can indicate:

- The areas of expertise they offer (e.g. AI, digital platforms, sustainability/circular economy, health & care)
- The expertise or capabilities they are looking for in potential partners
- Their preferred role in a consortium, i.e. as coordinator or partner

Register for Matchmaking

**We are looking for:**

- Coordinator (3)
- Partner (2)

**We are looking for partners with expertise in:**

- AI (1)
- Health and Care (2)
- Platforms (3)
- Sustainability / Circular Economy (3)

**We are looking for partners in the following countries:**

All Countries ▼

Reset

Submit

**Butler Scientifics**  
Spain

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Looking for

Coordinator Partner

Looking for partners with expertise in

Platforms Sustainability / Circular Economy

View Profile

**TrueCold.io**  
Actionable cold chain data

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TrueCold  
Spain

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Looking for

Coordinator

Looking for partners with expertise in

Sustainability / Circular Economy

View Profile



# Suppliers are invited to the OMC Survey

Your feedback will help us to shape our challenge and PCP scope

## QUESTIONNAIRE TOPICS

Clarity and feasibility of our challenge



Feedback on user groups



Feedback on PCP timeline and budget distribution across phases



Experience and familiarity with PCP

**OMC Survey:**

Project Manager



**Sonja Müller**  
empirica GmbH



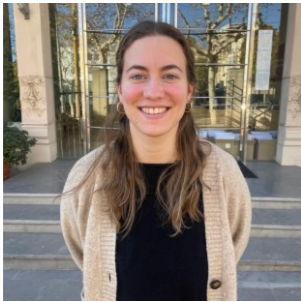
**Klaus Piesche**  
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**Bart Vilier**  
empirica GmbH



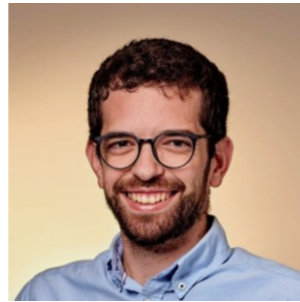
Lead Procurer



**Maria Colomé**  
Consorti de Salut i d'Atenció Social de Catalunya



**Elisabet Ribera**  
Consorti de Salut i d'Atenció Social de Catalunya



**Jordi Jordà**  
Consorti de Salut i d'Atenció Social de Catalunya



suHCO.eu



suHCO project



suHCO@empirica.com



emp.onl/suhco-news