



# FOSTERING COLLABORATION FOR PAEDIATRIC DEMAND- DRIVEN INNOVATION: Insights and Strategies from the ADD4KIDS Working Groups



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Authors:



With acknowledgement



# FOREWORD

Innovation has long been the driving force behind improvements in healthcare, offering new treatments, technological advancements, and digital solutions that can transform lives. Yet, in paediatric healthcare, the path from innovation to implementation remains complex and fragmented. Despite the rapid advancements in medical technology, children continue to have limited access to the latest healthcare solutions. The adoption of innovation in paediatric settings is significantly slower than in adult healthcare, leaving a gap that urgently needs to be addressed.

Moreover, children are not just “small adults”—their physiology, development, and disease progression differ fundamentally from those of adults. Many serious paediatric diseases arise from development-related issues and are often genetic in nature. In contrast, diseases in adults frequently stem from epigenetic changes and age-related alterations. This fundamental distinction underscores the necessity for paediatric-specific research and innovation rather than adapting adult medical advancements for children.

To bridge this gap, targeted research and innovation must be prioritized to address the unique healthcare needs of children. Paediatric-focused advancements in medical technology, pharmaceuticals, and digital health solutions should be encouraged to ensure timely and effective care. Collaborative efforts among healthcare providers, researchers, policymakers, and industry leaders are essential to accelerate the adoption of paediatric innovations.

The challenges that exist are well known: high development costs, complex regulatory pathways, and a lack of specific procurement frameworks tailored to paediatric needs. A striking example of this disparity is the limited adoption of paediatric-specific medical devices. Data shows that while the regulatory landscape has evolved to support medical advancements, only a small fraction of new devices and treatments designed for children ever make it to widespread clinical use. As a result, paediatric hospitals often rely on outdated or repurposed adult solutions that may not be ideally suited for young patients.

At SJD Barcelona Children’s Hospital, one of Europe’s leading paediatric centres, we have witnessed first-hand both the transformative potential of medical innovation as well as the systemic barriers preventing its adoption. Addressing this challenge requires a paradigm shift—a move from reactive, fragmented procurement processes to a proactive, structured approach that prioritises the real needs of paediatric healthcare providers and patients.

This is precisely the vision behind the ADD4KIDS project. By leveraging demand-driven funding mechanisms such as Pre-Commercial Procurement (PCP) and Public Procurement of Innovation (PPI), ADD4KIDS offers a European Action Plan to overcoming these barriers.

The project brings together a broad coalition of stakeholders—healthcare providers, policy-makers, industry players, and patient advocates—to create an ecosystem where paediatric innovation can thrive.

At the heart of this initiative is the belief that innovation is not just about developing new technologies—it is about ensuring that those technologies reach the children who need them. Hospitals do not lack innovative solutions; they lack the pathways to efficiently integrate them into everyday clinical practice. ADD4KIDS serves as the missing link, bridging the gap between promising medical advancements and real-world healthcare delivery.

The European healthcare community has both the expertise and the responsibility to act. By fostering collaboration, aligning priorities, and embracing smarter procurement strategies, we can accelerate the adoption of life-changing innovations in paediatrics. This White Paper serves both as a reflection on the existing challenges as well as a call to action to rethink how we approach innovation in paediatric healthcare.

Through ADD4KIDS, we have the opportunity to reshape the future of paediatric medicine. It is our collective responsibility to ensure that children across Europe receive the best possible care—not in the distant future, but starting today.

**Dr. Joan X. Comella**

*Director of Research, Innovation and Knowledge Management  
SJD Barcelona Children’s Hospital*





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# EXECUTIVE SUMMARY

The ADD4KIDS project aimed to enhance demand-driven innovation (DDI) in paediatric healthcare by addressing key barriers to adoption, including regulatory complexities, limited stakeholder awareness, risk aversion, and budget constraints. While innovation in healthcare has been growing, a European consensus on paediatric DDI remains absent.

Launched in 2024 and funded by the European Innovation Council and SMEs Executive Agency, under the Horizon Europe Programme, ADD4KIDS brought together leading institutions to develop a collaborative roadmap for integrating DDI in paediatrics. Using structured working groups and the Theory of Change (ToC) methodology, the project identified challenges, proposed strategic interventions, and fostered cross-border collaboration.

The ADD4KIDS working groups served as a cornerstone of this initiative, bringing together clinicians, researchers, policymakers, procurement specialists, innovators and industry leaders to analyse barriers, define best practices, and develop actionable strategies. These groups focused on key areas such as aligning innovation with paediatric needs, streamlining procurement processes, enhancing cross-border collaboration, and improving funding mechanisms. Their insights informed a European action plan designed to facilitate sustainable DDI adoption and improve long-term paediatric healthcare outcomes.



# INTRODUCTION

## THE PROBLEM

Innovation and strategic partnerships are essential to enhancing healthcare delivery and overall well-being across all age groups. In adult healthcare, demand-driven innovation (DDI) has proven effective in strengthening this approach by directly aligning technological advances and financing instruments with real clinical challenges, thereby fostering a more responsive and efficient ecosystem. However, the effective implementation of DDI procurement strategies in healthcare faces several obstacles:

### DDI CHALLENGES

- ✔ **Limited Stakeholder Awareness:** Many procurement professionals and decision-makers lack a deep understanding of innovative procurement methods, which hinders their adoption.
- ✔ **Regulatory Complexities:** Stringent and often ambiguous regulatory requirements delay the swift adoption of new solutions.
- ✔ **Resource Constraints:** Limited budgets, time, and expertise restrict the exploration and implementation of innovative procurement strategies.
- ✔ **Organizational Resistance to Change:** Entrenched cultural norms within institutions make it difficult to shift from established practices to more innovative procurement models.

In paediatric healthcare, additional challenges complicate product-driven innovation:

### PAEDIATRIC INNOVATION CHALLENGES

- ✔ **Misalignment with Clinical Needs:** Innovations initiated from the supply side without adequate end-user engagement can result in products that do not fully address the specific requirements of paediatric care.
- ✔ **Restricted Market Size:** The smaller scale of paediatric markets can undermine industry investment and reduce the incentive for innovation.
- ✔ **Enhanced Regulatory and Evidence Demands:** Products for children require additional clinical trials and safety data, adding complexity and time to the approval process.
- ✔ **Technological Adaptation Challenges:** Technologies originally designed for adults may not easily translate to paediatric use, necessitating significant adjustments in design, dosage, and user interface.

## THE ADD4KIDS PROJECT

Launched in January 2024, the ADD4KIDS project aims to bridge this gap by developing a collaborative European roadmap for adopting demand-driven tools in paediatric innovation. The strategy focuses on reducing the uncertainties and risks associated with paediatric innovation while fostering synergies with existing initiatives, ultimately boosting competitiveness and optimizing innovation potential to improve healthcare outcomes for children.

This document outlines the efforts to integrate DDI into paediatric healthcare by systematically identifying and addressing key paediatric challenges. Using the Theory of Change (ToC) methodology as a framework, maps barriers, interventions, and expected outcomes to create a structured approach for advancing paediatric innovation.



While DDI procurement offers an intriguing pathway to overcome these challenges by clarifying demand and aligning solutions with real needs, it also encounters specific difficulties in paediatrics:

### PAEDIATRIC DDI CHALLENGES

- ✓ **Fragmented Stakeholder Engagement:** The paediatric care ecosystem involves a wider range of stakeholders—including clinicians, payers, parents, and child advocacy groups—whose differing priorities can lead to unclear or diluted demand signals, making consensus-building difficult.
- ✓ **Enhanced Regulatory and Reimbursement Challenges:** Products designed for children require additional clinical trials and safety data, and existing reimbursement pathways are frequently tailored to adult care, adding extra layers of complexity and prolonging the approval process.
- ✓ **Limited Specialized Resources:** There is often a scarcity of dedicated expertise and resources for paediatric innovation, making it harder to develop, implement, and scale DDI solutions specifically for paediatric needs.
- ✓ **Competition with All-Age Projects:** Paediatric DDI initiatives often struggle to secure priority and resources as they compete with projects addressing broader populations. This can result in paediatric innovations being sidelined despite their critical importance.

While various initiatives have sought to foster healthcare innovation, a unified European consensus and comprehensive guidelines specifically addressing DDI in paediatrics remain absent. Establishing such a framework would not only clarify the unique challenges and opportunities inherent in paediatric innovation but also serve as a catalyst for transformative change.

# THE ADD4KIDS TEAM

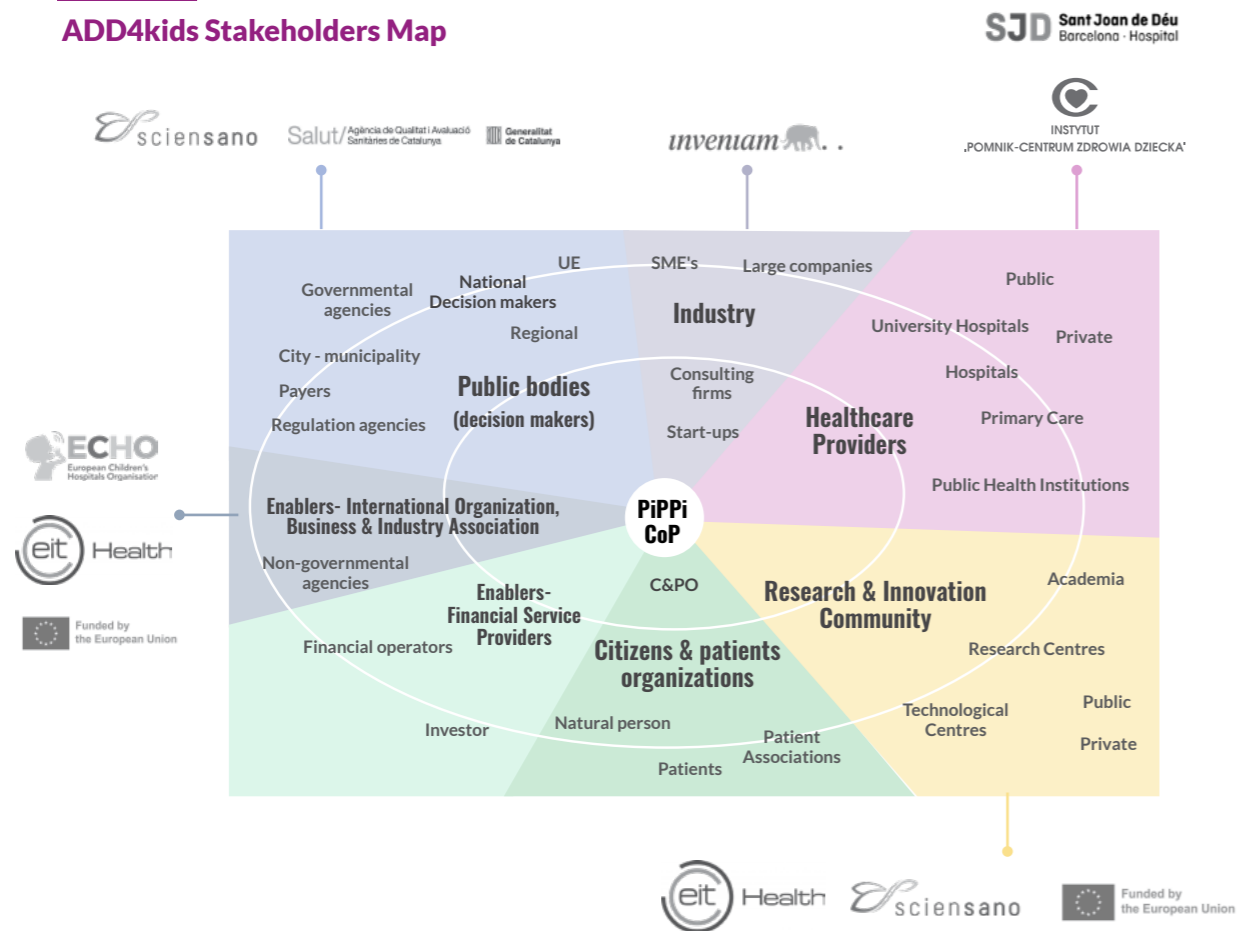
Due to the intricate nature of DDI adoption in paediatrics, robust multi-stakeholder engagement and alignment are essential for accurately identifying, analysing, and addressing specific challenges.

In line with this approach, the ADD4KIDS consortium brings together leading institutions from diverse stakeholder clusters, united by the common goal of developing a collaborative roadmap to accelerate DDI in paediatrics (see Figure 1).

Coordinated by Institut de Recerca Sant Joan de Déu (FSJD-CERCA), the consortium includes prominent partners such as: Sant Joan de Déu Barcelona Children's Hospital, Instytut "Pomnik-Centrum Zdrowia Dziecka" (IPCZD), Sciensano, European Children's Hospitals Organization (ECHO), the European Institute of Innovation and Technology (EIT Health), the Agency for Health Quality and Assessment of Catalonia (AQuAS) and Inveniam (see Figure 2).

Funded by the European Innovation Council and SMEs Executive Agency, under the Horizon Europe Programme (Grant Agreement ID No. 101134907), the consortium leverages expertise in digital healthcare, patient-centred care, and innovation adoption to drive demand-driven solutions and improve paediatric healthcare through collaboration and knowledge sharing.

**FIGURE 1**  
ADD4kids Stakeholders Map



**FIGURE 2**  
Map of ADD4kids Consortium Locations



# GLOSSARY OF STAKEHOLDERS IN THE HEALTHCARE ECOSYSTEM

## Citizen and Patient Associations:

Groups representing individuals who may receive medical treatment, including their families and caregivers.

## Enablers:

A diverse group of organizations that support the healthcare ecosystem and facilitate procurement processes, such as agencies and consulting firms.

## Healthcare Providers/Hospitals:

Organizations that deliver healthcare services directly to citizens and patients.

## Industry:

Businesses and professionals involved in technology development, ranging from start-ups to large enterprises.

## Payers:

Entities responsible for financing or administering healthcare payments across various countries and regions.

**Policymakers:** Institutions and professionals tasked with developing healthcare policies and recommendations at local, regional, national, or pan-European levels.

## Research and Innovation:

Institutions engaged in basic, translational, and applied research, including technological development and procurement expertise; this cluster encompasses researchers, administrative staff, and innovation professionals.



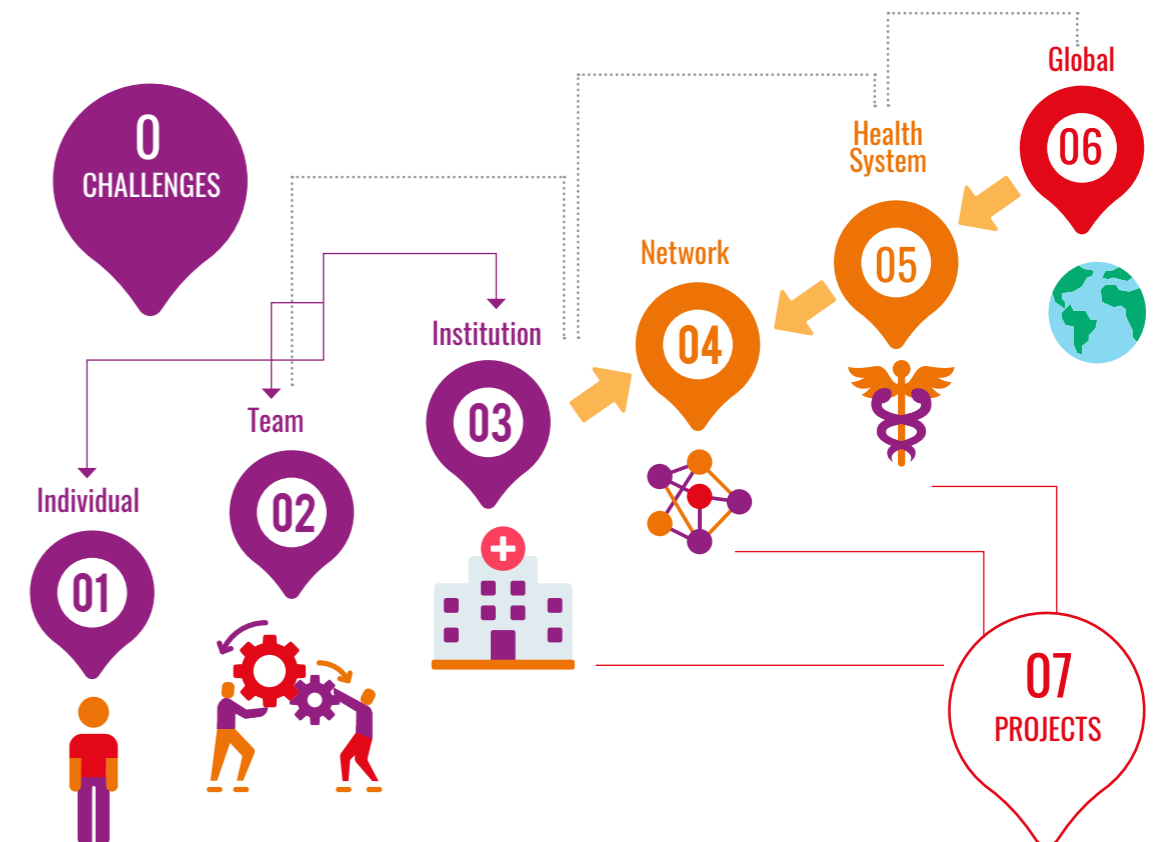
# INTEGRATED DYNAMICS OF THE HEALTHCARE INNOVATION ECOSYSTEM

Within the healthcare innovation ecosystem, the stakeholders outlined in the glossary interact in complex, dynamic ways. Although business-led market forces are a significant driver of innovation, demand-driven instruments—such as PCPs, PPIs, and SIBs—play a crucial role in harnessing the influence of demand-side actors to achieve impact-driven transformations.

A central challenge is engaging each stakeholder effectively so that they recognize how demand-driven strategies align with their own objectives. The following figure (see Figure 3) provides an overview of an integrated ecosystem across different levels, highlighting how interventions, policies, and governance vary according to local conditions, institutional maturity, and broader systemic contexts.

**FIGURE 3**

**Multilevel of demand-driven adoption interventions, policies and governance**





At its core, demand-driven innovation is about addressing unmet needs:

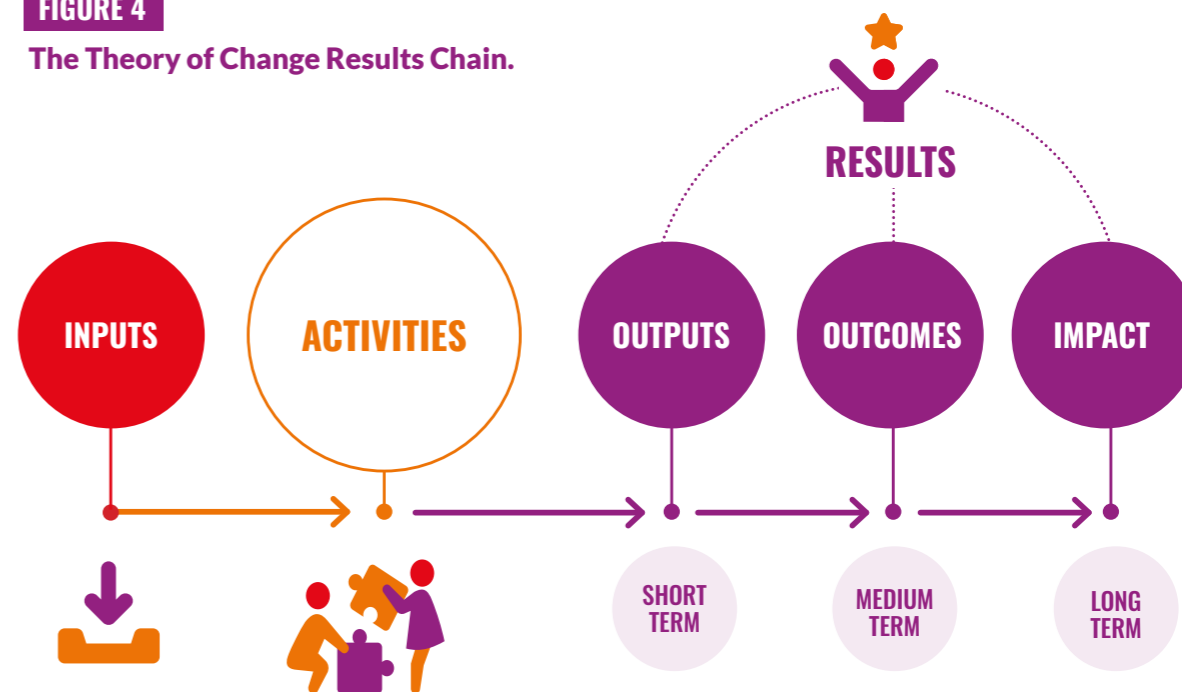
- 0** **Challenges:** Unmet needs in everyday healthcare serve as catalysts for change. When existing solutions fall short, these challenges inspire demand-side champions to drive transformative action.
- 01** **Individual Level:** Local champions—often clinical leaders—are essential for articulating and assessing needs. Their role in mobilizing teams and building consensus is critical, especially as many are new to the processes involved in PCP, PPI, or SIB initiatives.
- 02** **Team Level:** Tackling complex issues requires collaboration across multiple professionals. By engaging diverse perspectives, teams can overcome obstacles and develop comprehensive solutions that extend beyond a single “eureka” moment.
- 03** **Institutional Level:** Transformative projects depend on the alignment of various departments—such as clinical management, finance, innovation, and procurement—within a healthcare organization. Effective collaboration ensures that such projects are prioritized and integrated into the institution’s overarching strategy.
- 04** **Network Level:** Institutions operate within broader innovation ecosystems that span local governance, pediatric networks, families, schools, and research communities. Coordinated strategies within these networks help drive meaningful innovation while balancing short-term managerial concerns with long-term systemic challenges.
- 05** **Health Systems:** At a systemic level, health systems must facilitate transformations that promote sustainability, equity, and access to high-value care—particularly for vulnerable populations like children.
- 06** **Global Level:** At European or international levels, frameworks, funding mechanisms, and policies guide the establishment of priorities and financial structures. These global mechanisms enhance stakeholder interactions, boost industry competitiveness, and improve public well-being.

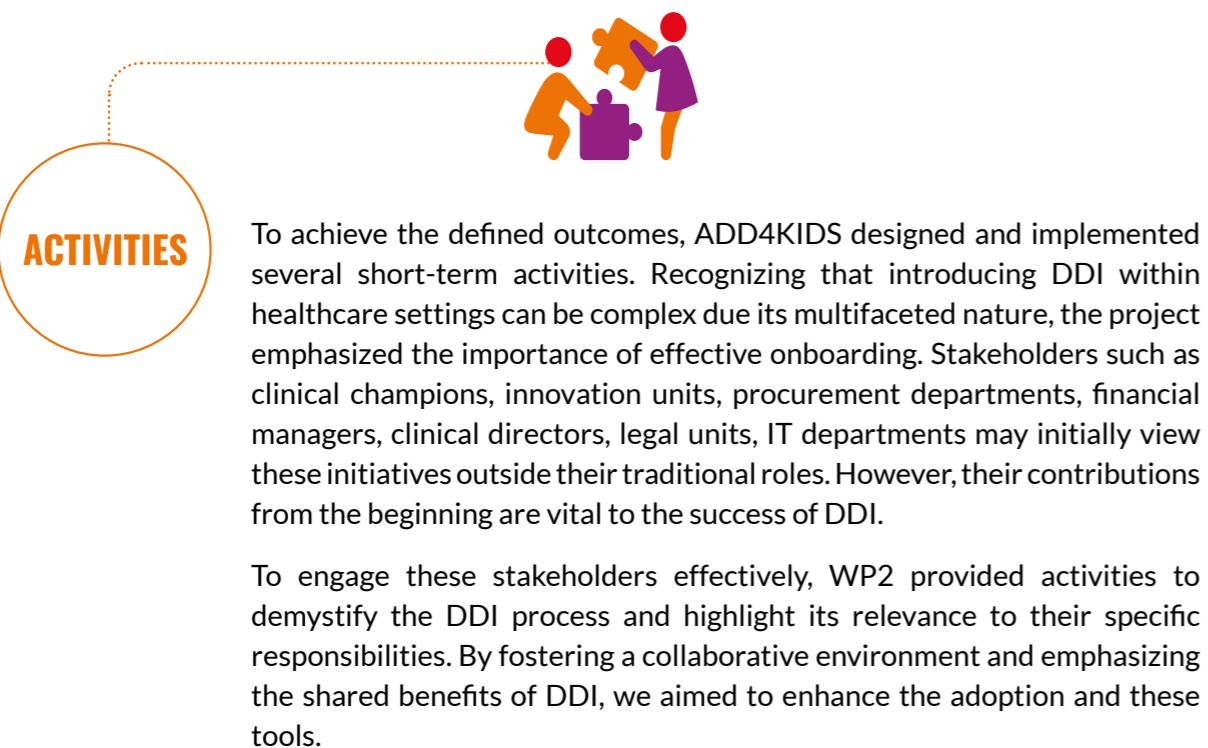
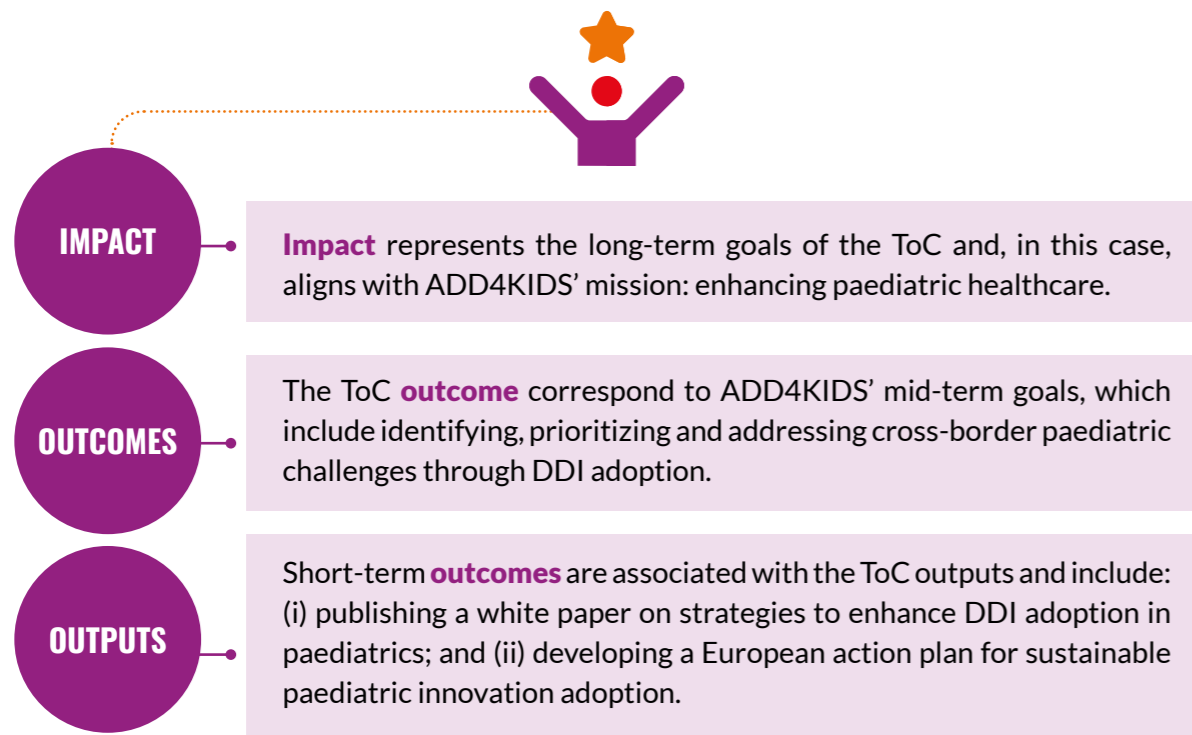
Through value-based projects, these interconnected dynamics activate demand-side actors to influence emerging markets and establish strategic partnerships. Implementing the right mechanisms across these levels is essential to transforming pediatric healthcare, ensuring that innovation is both impactful and sustainable.

# ESTABLISHING THE METHODOLOGY FOR DESIGNING THE ADD4KIDS SOLUTION FRAMEWORK

The primary objective of WP2 was to identify the barriers hindering the adoption of paediatric DDI within public healthcare systems. To address this, the ToC methodology was employed to design the solution framework. ToC is a causal model that links activities to outcomes, clarifying how and why change is expected to occur. It provides a structured approach to analysing the relationships between inputs, activities, and results, ensuring alignment with long-term goals while driving tailored, innovative solutions to complex paediatric challenges. **Figure 4** presents the key elements of the ToC framework and their application within the ADD4KIDS project.

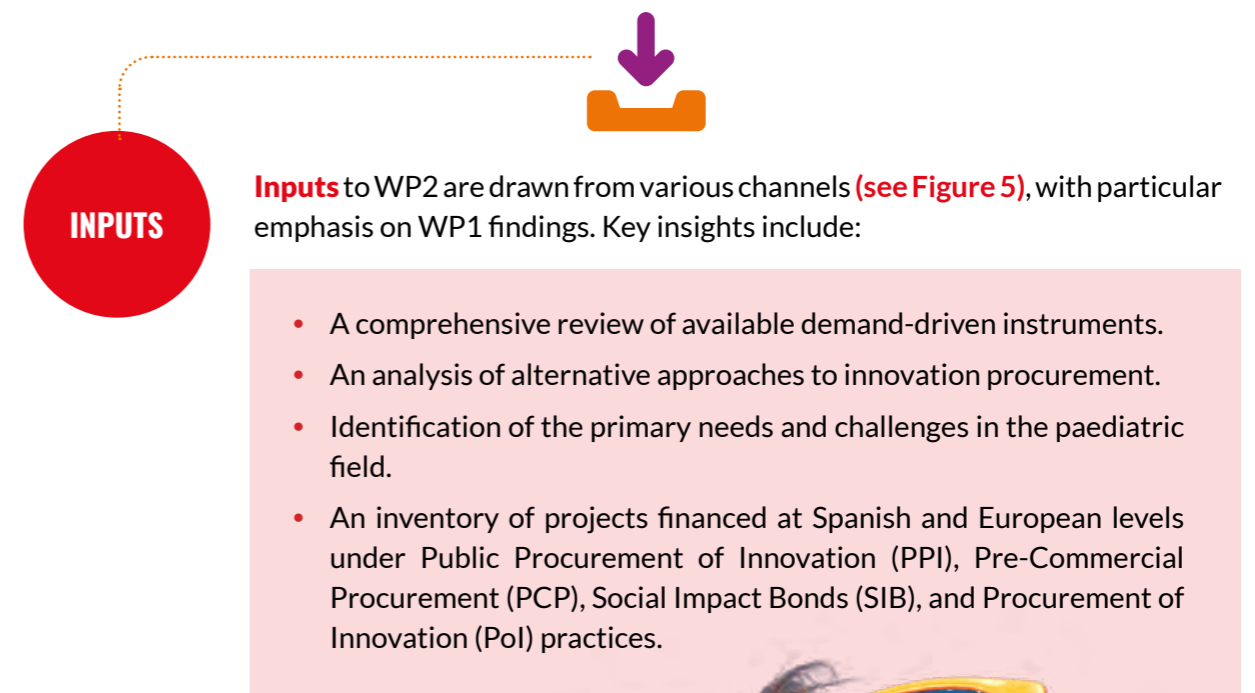
**FIGURE 4**  
The Theory of Change Results Chain.





Based on this rationale, the main activities designed in WP2 included:

- Engaging, designing, and executing ADD4KIDS events
- Coordinating and facilitating ADD4KIDS Working groups.
- Developing dissemination material.
- Creating targeted upskilling materials.
- Producing a glossary to clarify concepts.
- Identifying clinical challenges.
- Defining a Demand-Driven Innovation Adoption Scorecard.
- Showcasing reference cases for PCP/PPI.
- Collaborating in the design of ADD4KIDS adoption journeys.
- Analysing the Catalan case as an example of value-generating healthcare system.

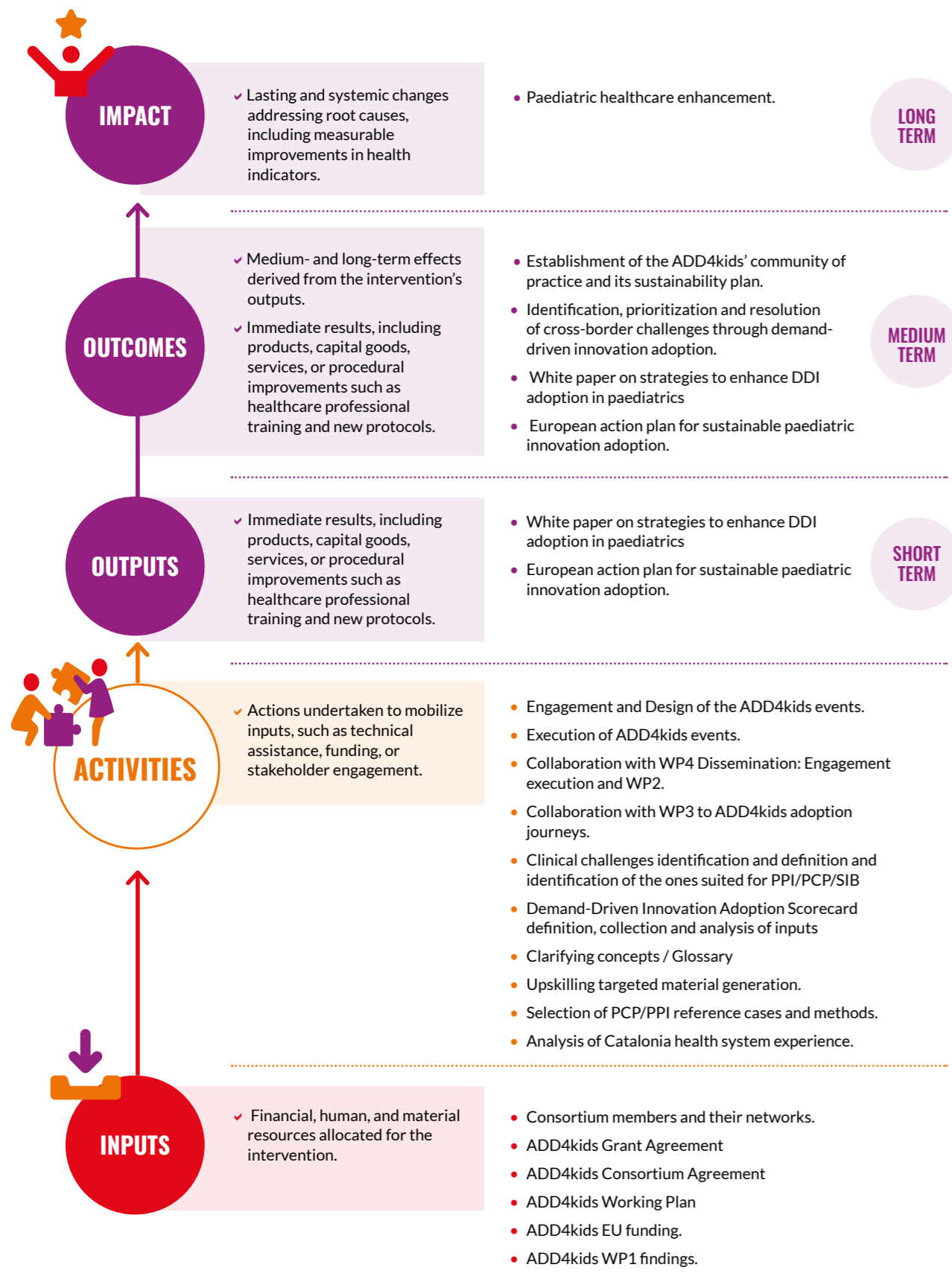


- A comprehensive review of available demand-driven instruments.
- An analysis of alternative approaches to innovation procurement.
- Identification of the primary needs and challenges in the paediatric field.
- An inventory of projects financed at Spanish and European levels under Public Procurement of Innovation (PPI), Pre-Commercial Procurement (PCP), Social Impact Bonds (SIB), and Procurement of Innovation (PoI) practices.



**FIGURE 5**

**Key Elements of the Theory of Change Framework and Their Application in ADD4kids.**



## THE ADD4KIDS EVENTS

The ADD4KIDS events were the main activities undertaken within WP2 and were designed as a cohesive series to deliver structured, applicable, and results-oriented workshops. Each one of the four events consisted of two main sessions: (i) a series of inspirational and upskilling presentations, and (ii) three collaborative working groups. They had the following general objectives:

- OBJECTIVES**
- ✓ Enhancing participant skills in innovative processes and procurement tools.
  - ✓ Generating upskilling material.
  - ✓ Gathering information for developing the European action plan.
  - ✓ Maximising the impact of the project by the dissemination of its objectives and results.

### pre-Beta

The **pre-BETA event** was designed as a training workshop to familiarize participants with design and brainstorming tools to be used in the subsequent events. Additionally, the pre-BETA intended to clarify concepts and project goals.



The **BETA event** marked the initiation of efforts to enhance the adoption of demand-driven tools for paediatric innovation across Europe. It provided stakeholders with an opportunity to actively contribute to the development of the European action plan by participating in three working groups.



The **FEEDBACK event** represented a significant step in advancing on the design of the EU action plan. This event primarily focused on collaborative activities aimed at defining and refining challenges, introducing innovation procurement vehicles, and launching three additional working groups.



The **LAUNCH event** marked a key milestone in the development of the European action plan. The objective of this event was to bring together healthcare providers, policymakers, and system leaders to discuss the integration of DDI into healthcare systems and launched the three remaining working groups.

## THE ADD4KIDS WORKING GROUPS

Central to the ADD4kids events was a series of collaborative working groups designed to engage stakeholders across the healthcare ecosystem in identifying barriers, enablers, and actionable solutions for demand-driven paediatric innovation adoption.

Targeted stakeholders included clinicians, innovation agents, business acceleration clusters, procurement specialists, public bodies, international agencies representatives, innovation providers, and market access specialists, among others. Using collaborative tools through structured workshops and discussions, participants explored key topics such as procurement strategies, policy alignment, stakeholder engagement, and cross-border collaboration.

Outcomes from these sessions were structured, analysed and further discussed with the Consortium to consolidate a set of solid insights and conclusions to inform the European action plan.

## HARNESSING AQUAS EXPERTISE: Shaping the ADD4KIDS Working Groups for Paediatric Innovation

AQuAS's extensive experience in public procurement projects has laid a solid foundation for advancing paediatric innovation. This expertise has been gathered over years of engagement in diverse initiatives—ranging from value-based procurement and EU PCP/PPI projects to hands-on educational programs like iRaise and collaborative efforts through the PiPPI community. Together, these experiences have enriched the understanding of how to design and execute demand-driven innovation (DDI) strategies.

Throughout the ADD4KIDS journey, insights derived from these initiatives have been integrated across multiple events—from the early Beta discussions to the comprehensive Feedback sessions and the strategic Launch event. Key themes emerging from these events include:

### ✔ Strategic Identification of Needs:

Drawing on refined methodologies for identifying and framing unmet needs, AQuAS's experience has underscored the importance of early and precise need assessment. This foundational step has guided stakeholders in aligning their efforts with real-world challenges.

### ✔ Stakeholder Engagement and Capacity Building:

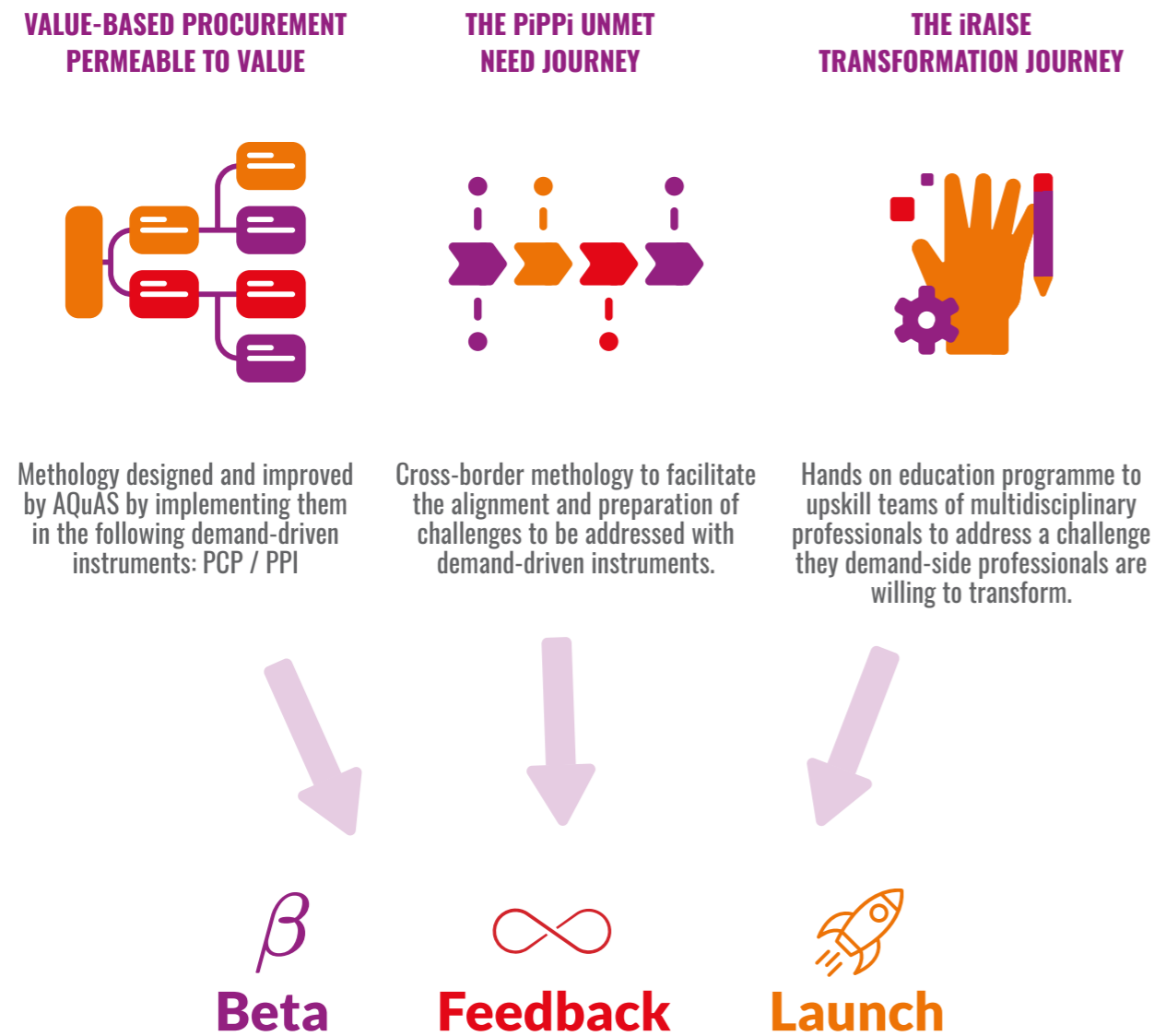
Whether through cross-border collaboration or tailored education programs, the experiences have highlighted the critical role of upskilling and uniting diverse demand-side actors. This approach fosters a robust community of practice that is essential for sustained innovation.

### ✔ Systemic Collaboration and Implementation:

The iterative development and application of value-based procurement methodologies have demonstrated that effective innovation requires not only strategic planning but also systemic collaboration. The lessons learned have informed discussions on how to translate innovative ideas into tangible procurement models and policy frameworks.



By synthesizing these transversal insights, the ADD4KIDS working groups have been designed to address the multifaceted challenges of paediatric DDI. The integration of AQuAS's proven strategies into these working groups ensures a robust, evidence-based framework that is both elegant and effective in driving meaningful change in paediatric innovation.



These are the nine working groups launched during the ADD4KIDS events and their respective questions addressed:

## **β Beta: ADDING THE FOUNDATION BRICKS TO YOUR STRUCTURE**

### **WORKING GROUP 1**



#### **Aligning Innovative Solutions with Paediatric Needs**

- ✓ How are challenges in paediatric healthcare identified by solution providers demand-side stakeholders?
- ✓ How do healthcare providers stakeholders engage with solution providers?
- ✓ Which demand-side stakeholders are involved in influencing the supply of paediatric healthcare solutions?

### **WORKING GROUP 2**



#### **Breaking Barriers: Navigating Demand-Driven Procurement for Paediatric Innovation**

- ✓ What are the top challenges we face in demand-driven public procurement of innovation?
- ✓ What immediate opportunities for collaboration exist to tackle these challenges?
- ✓ What resources or external support do we need to effectively implement the proposed solutions?

### **WORKING GROUP 3**



#### **Upskilling for Paediatric Innovation: Essentials for Effective Public Procurement**

- ✓ How well do internal stakeholders understand the preparation and use of demand-driven instruments for paediatric innovation?
- ✓ What new skills and expertise are required to effectively engage with these instruments?
- ✓ What are the most effective methods and resources to upskill stakeholders in this area?

# **Feedback: 4EVER BUILDING BRIDGES IN PAEDIATRIC INNOVATION**

## WORKING GROUP 4



### Cross-Border Demand-Driven Procurement of Innovation in Paediatrics

- ✓ Rating of the importance of the identified challenges faced in cross-border demand-driven innovation procurement for paediatric within the EU.
- ✓ Debate on the highest rated challenge: “Different languages, legal systems, and administrative procedures increase the complexity of collaboration.”
- ✓ What immediate actions and strategies can we implement to start addressing these challenges and enhance cross-border collaboration?

## WORKING GROUP 5



### Boosting Demand-Driven Paediatric Innovation: Navigating Policies and Funding

- ✓ Rating of the importance of the identified key policy challenges in demand-driven innovation procurement for paediatrics within the EU.
- ✓ Debate on the highest rated challenge: “Diverse legal frameworks make it challenging to align policies across multiple jurisdictions.”
- ✓ Which areas of improvement and collaboration should be prioritized, and what immediate actions can be taken?

## WORKING GROUP 6



### Elevating Paediatric Innovation: Strengthening Networks for Better Collaboration

- ✓ Identification of Networks.
- ✓ What is the current state of paediatric innovation networks, and where are the main gaps?
- ✓ What strategies can be implemented to enhance collaboration and resource sharing?



# **Launch: KIDS ARE THE FUTURE – IGNITING CHANGE**

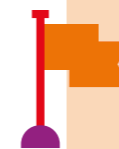
## WORKING GROUP 7



### Connecting the Dots: Elevating Healthcare through PPI and PCP Projects Collaboration

- ✓ What are the key successes and challenges faced by current PPI and PCP healthcare projects?
- ✓ What actionable strategies can enhance alignment and collaboration between different PPI and PCP initiatives?

## WORKING GROUP 8



### Internal Alignment and Consensus in Healthcare Providers to Tackle Paediatric Challenges for Demand-Driven Instruments

- ✓ What processes and criteria does your organization use to identify and structure challenges and how well do they align with institutional goals and strategic priorities?
- ✓ Who are the key stakeholders involved in decision-making, and how do their roles contribute to addressing paediatric challenges?  
Identify the following factors within your institution and/or consortium that influence the development and implementation of innovation.

## WORKING GROUP 9



### Health system interventions to address demand-driven instruments adoption and incentives: the Catalan Case

- ✓ What are your thoughts on the following actions undertaken in the Catalan case



# Pre-BETA:

## LAYING THE GROUNDWORK FOR PAEDIATRIC INNOVATION

The **PRE-BETA event** set the stage for transformative paediatric healthcare innovation by aligning consortium members around a unified vision. It clarified key concepts and introduced essential design and brainstorming tools, enabling dynamic discussions that pinpointed core challenges and opportunities. Participants developed a shared language and strategic mindset, laying a strong foundation for future demand-driven initiatives. This event provided the essential support needed to drive innovation in paediatric care from the ground up.

# PRE-BETA: Laying the Groundwork for Paediatric Innovation

## OVERVIEW

The pre-BETA event highlighted the Consortium's unique strengths, opportunities, and critical challenges in advancing paediatric innovation procurement. By leveraging internal expertise, network potential, and insights into regulatory complexities, participants formulated actionable strategies to transform weaknesses into growth opportunities and pre-empt external threats. This factsheet distils these core insights into a clear, bottom-up roadmap for sustainable change. It serves as a quick guide to the strategic priorities that will empower stakeholders to lead transformative, value-based procurement initiatives.

## KEY STRATEGIES

### 1 Leveraging Opportunities through Our Strengths

#### Overview:

Capitalize on our extensive European experience and robust stakeholder networks.

- **European Innovation Expertise:** Harness successes like Wild Card and i4KIDS-Europe to champion value-based procurement models and innovative financial strategies.
- **Expanding Collaborative Networks:** Engage clinical champions, patient associations, and families to drive regulatory advancements and unlock unexplored funding opportunities such as Social Impact Bonds.
- **Optimizing Coordination:** Streamline project execution and regulatory compliance through strong ecosystem connections and transatlantic collaborations.

### 2 Minimizing Weaknesses by Exploiting Opportunities

#### Overview:

Transform inherent challenges into actionable opportunities.

- **Developing Use Cases:** Create compelling, patient-centred examples that demonstrate the real-world impact of paediatric innovations, overcoming market limitations.
- **Overcoming Resistance:** Establish clear communication channels to share successes and highlight the long-term societal value of innovative financial models, reducing risk aversion.
- **Agile Ethical Execution:** Leverage transatlantic expertise to develop new ethical frameworks and adopt agile methodologies for rapid, compliant innovation delivery.

### 3 Preventing Threats through Our Strengths

#### Overview:

Mitigate external challenges by leveraging our collective expertise and networks.

- **Simplifying Complexity:** Educate stakeholders on navigating intricate regulatory pathways and demand-driven solutions, thereby reducing fragmentation in decision-making.
- **Fostering a Long-Term Vision:** Align clinical champions and patient advocates to promote value-based procurement that bridges short-term actions with lasting impact.
- **Ensuring Data and Ethical Excellence:** Collaborate internationally to adopt best practices in data handling and ethical decision-making, ensuring responsible technology adoption.

### 4 Mitigating Overlapping Risks

#### Overview:

Address areas where weaknesses and threats converge with targeted, sustainable initiatives.

- **Overcoming Market Barriers:** Develop initiatives to tackle cultural, linguistic, and regional differences, using impact investments to scale solutions in a small market.
- **Diversifying Funding:** Advocate for innovative financial models and diversified funding sources—including Social Impact Bonds and public-private partnerships—to manage costs and reduce over-reliance on philanthropy.
- **Integrating Daily Practice:** Involve end-users early in the innovation process to ensure practical, relevant solutions that seamlessly integrate into clinical workflows.

## CONCLUSION

The SWOT analysis confirms that a proactive, bottom-up approach—leveraging our deep expertise and unified networks—is essential for transforming paediatric innovation procurement. By converting internal weaknesses into strategic opportunities and pre-empting external threats, we can drive sustainable, value-based change in healthcare.

## KEY TAKEAWAY

Empowering our stakeholders through agile, ethical innovation and robust collaboration is the key to turning paediatric procurement challenges into lasting opportunities for transformative impact.







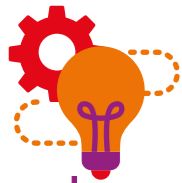
# BETA:



## ADDING THE FOUNDATION BRICKS TO YOUR STRUCTURE

The **BETA event** laid the foundational bricks for transforming paediatric healthcare innovation. It focused on aligning innovative solutions with paediatric needs, bridging gaps between innovation and procurement, and upskilling healthcare professionals in public procurement practices. Participants identified multifaceted challenges, established collaborative strategies, and emphasized evidence-based decision making. This event served as the strategic starting point for rethinking and rebuilding the innovation framework in paediatric care.

## WORKING GROUP 1



# ALIGNING INNOVATIVE SOLUTIONS WITH PAEDIATRIC NEEDS

## OVERVIEW

This working group focused on identifying the multifaceted challenges in paediatric healthcare by integrating leadership insights with frontline observations. It examined how collaborative engagement could bridge gaps between clinical needs and innovative solutions. Strategic decision-making was emphasized through evidence-driven procurement and budget alignment. This factsheet offered a concise guide to how innovative solutions were aligned with paediatric needs.

### 1 Complexity in Identifying Paediatric Healthcare Needs

**Overview:** Identifying challenges in paediatric healthcare requires a multi-dimensional approach. This process integrates both top-down insights from hospital leadership and bottom-up observations from frontline clinicians and researchers.

- Key Points:**
- **Multi-Faceted Insight:** Clinical challenges are recognized through a blend of administrative directives and on-the-ground experiences. While hospital leadership sets strategic priorities, individual professionals often highlight day-to-day pain points that may otherwise be overlooked.
  - **Underutilized Patient Input:** Although feedback from patients and caregivers is less frequently solicited, it is critical for uncovering unmet needs. Even limited patient satisfaction surveys can reveal valuable opportunities for innovation.

### 2 Collaborative Engagement Between Healthcare Providers and Innovators

**Overview:** Strong, ongoing collaboration is essential for turning identified needs into actionable innovations. This collaboration spans formal meetings, interactive events, and dynamic partnerships.

- Key Points:**
- **Active Collaboration:** Regular participation in conferences, hackathons, and pilot programs fosters a culture of shared learning and continuous improvement. These forums enable stakeholders to discuss challenges and test solutions in real-time.

### 3 Influence on the Supply of Paediatric Solutions

**Overview:** Healthcare providers not only identify challenges but also actively shape the supply of innovative solutions. Their involvement is pivotal in ensuring that new technologies are aligned with clinical needs and strategic priorities.

- Key Points:**
- **Leadership in Procurement:** Department heads and senior clinicians play a key role in initiating and guiding procurement decisions. Their leadership ensures that the solutions adopted are practical and aligned with institutional goals.
  - **Strategic Decision-Making:** Decisions on new technology adoption are informed by robust clinical evidence and careful budgetary considerations. Multiple prioritization systems—ranging from routine to emergency procurement—ensure that resources are allocated effectively, especially for life-saving and infection prevention measures.

### 4 The Role of Evidence and Budget in Decision-Making

**Overview:** The integration of solid clinical evidence with strategic budget management is critical for the sustainable adoption of innovative solutions. This balance ensures that procurement decisions support both immediate clinical needs and long-term healthcare priorities.

- Key Points:**
- **Evidence-Driven Adoption:** Generating robust clinical evidence is fundamental for validating new technologies. Stakeholders rely on this evidence to justify investments and to prioritize solutions that offer clear clinical benefits.
  - **Budget Alignment:** Annual budgets and public funding play decisive roles in procurement. Financial considerations ensure that only innovative solutions with demonstrated impact and cost-effectiveness are advanced, with special emphasis on life-saving and infection prevention interventions.

## KEY TAKEAWAY

A comprehensive, evidence-based, and collaborative approach is essential for transforming paediatric healthcare innovation—from identifying challenges to making strategic, budget-aligned decisions.



## WORKING GROUP 2



# BREAKING BARRIERS: Navigating Demand-Driven Procurement for Paediatric Innovation

### OVERVIEW

This group addressed the disconnect between innovation and procurement processes in paediatric care. It explored strategies such as forming cross-departmental teams and adopting pilot programs to share risks. The discussion highlighted the importance of streamlined processes and long-term funding for sustainable innovation. This factsheet provided actionable insights into how procurement barriers were overcome.

### 1 Bridging the Gap Between Innovation and Procurement

**Overview:** Innovation and procurement operate in silos, delaying the integration of new ideas.

**Key Action:** Form cross-departmental teams (e.g., appoint “procurement innovation officers”) to ensure early-stage solutions are identified and prioritized.

### 2 Cultural Shift Towards Risk Sharing

**Overview:** A risk-averse culture limits innovation.

**Key Action:** Introduce pilot programs and low-risk trials to demonstrate value, encouraging stakeholders to share risks and embrace new approaches.

### 3 Unlocking Paediatric Innovation Through Collaborative Ecosystems

**Overview:** Fragmented efforts hinder the full potential of innovation.

**Key Action:** Establish cross-border innovation hubs and communities to foster regular collaboration among hospitals, industry, academia, and policymakers.

### 4 Simplifying and Standardizing Procurement Processes

**Overview:** Complex, inconsistent processes create bottlenecks.

**Key Action:** Develop a “paediatric innovation procurement toolkit” with standardized contracts, guidelines, and streamlined procedures to ease administrative burdens.

### 5 Funding and Long-Term Commitment

**Overview:** Short-term funding models hinder sustainable innovation.

**Key Action:** Create public-private funding pools and align funding cycles with healthcare budgeting to secure ongoing, long-term financial support.

### 6 Training and Expertise Development

**Overview:** A shortage of skilled professionals in paediatric procurement slows progress.

**Key Action:** Invest in targeted training programs and integrate procurement and innovation topics into formal education to build the necessary expertise.

### CONCLUSION

A holistic approach is essential to overcome procurement barriers in paediatric innovation. By bridging internal gaps, shifting cultural mindset, building collaborative ecosystems, standardizing processes, securing long-term funding, and enhancing training, stakeholders can create a sustainable framework that accelerates the adoption of impactful solutions.

### KEY TAKEAWAY

Collaboration, education, and streamlined processes are the pillars of a sustainable paediatric innovation ecosystem.



## WORKING GROUP 3



# UPSKILLING FOR PAEDIATRIC INNOVATION: Essentials for Effective Public Procurement

### OVERVIEW

This working group evaluated how well internal stakeholders understood the preparation and use of demand-driven instruments for paediatric innovation. It assessed competencies across various roles—from clinical directors and innovation managers to IT and legal experts—using a standardized rating scale. The group also explored effective methods and resources to upskill stakeholders, aiming to bridge existing knowledge gaps in public procurement processes. This factsheet offers a concise guide to the key insights and recommendations derived from the analysis.

### 1 Stakeholder Competency Assessment

- **Diverse Expertise Levels:** Stakeholders such as Clinical Directors, Economic Directors, Clinical Champions, Nurses, Innovation Managers, IT Heads, Procurement Technicians, Legal Experts, IT Experts, and CEOs were evaluated on competencies ranging from identifying needs to managing change.
- **Standardized Rating Scale:** The evaluation used a scale from 1 (“Unaware”) to 6 (“May Teach Others”), providing a clear framework to identify where targeted upskilling is most needed.
- **Varied Competency Gaps:** While strong performance was noted in areas like decision-making strategy, lower ratings in areas such as writing tenders and legal validation highlighted opportunities for improvement.

### 2 Effective Methods & Resources for Upskilling

- **Interactive Workshops & Webinars:** These methods enable real-time Q&A and practical insights but require significant time and financial investment.

- **E-Learning Platforms & On-Demand Tools:** Offer flexibility and cost-effectiveness; however, they may need to be complemented by interactive sessions to address complex topics.
- **Mentorship, Peer Learning, and Bootcamps:** Encourage practical, hands-on learning and cross-sector collaboration, though they can be resource intensive.
- **Blended Learning Approach:** Combining various methods—such as case studies, expert panels, and knowledge exchange forums—was recommended to maximize learning outcomes and foster a common language among stakeholders.

### CONCLUSION

The assessment underscored the critical need for a comprehensive upskilling strategy in paediatric innovation procurement. By addressing competency gaps through a blended approach that leverages both interactive and flexible learning methods, organizations can empower their teams to drive effective, demand-driven innovation.

### KEY TAKEAWAY

A multi-modal upskilling strategy is essential for equipping internal stakeholders with the expertise needed to transform paediatric public procurement and drive sustainable healthcare innovation.





# FEEDBACK:

## 4EVER BUILDING BRIDGES IN PAEDIATRIC INNOVATION

The **FEEDBACK event** brought together diverse stakeholders to reflect on cross-border procurement challenges and collaborative networks across Europe. It examined issues such as fragmented systems, funding instability, and misaligned organizational structures, and then developed robust strategies to overcome these barriers. Participants shared insights that reinforced the need for standardized processes and unified communication across regions. This event provided actionable feedback and a clear roadmap for strengthening and sustaining paediatric innovation.



## WORKING GROUP 4



# CROSS-BORDER DEMAND-DRIVEN PROCUREMENT OF INNOVATION IN PAEDIATRICS

### OVERVIEW

This group examined the benefits of cross-border collaboration in harmonizing paediatric innovation across Europe. It addressed challenges related to fragmented efforts and data-sharing inefficiencies. The focus was on developing unified organizational models and collaborative funding strategies. This factsheet provided a roadmap for how cross-border procurement initiatives were aligned to boost paediatric innovation.

### 1 Enhance Strategic Alignment and Reduce Redundancy

**Overview:** Paediatric innovation networks across Europe show strong expertise but suffer from overlapping efforts and fragmented approaches.

- Key Action:**
- Develop a universal network database and competitive matrix to improve transparency, quickly identify redundancies, and pinpoint unique contributions.
  - This tool will foster alignment and reveal new collaboration opportunities across regions.

### 2 Build Stronger Organizational Structures

**Overview:** Inconsistent organizational models and limited administrative resources hinder long-term sustainability.

- Key Action:**
- Invest in adaptable, sustainable organizational models that can evolve with changing needs.
  - Provide shared administrative resources and establish clear communication platforms to streamline operations and strengthen network stability.

### 3 Establish Centralized Data-Sharing Practices

**Overview:** Fragmented data-sharing practices limit the ability to conduct integrated research and respond to real patient needs.

- Key Action:**
- Create shared data repositories and standardized data-sharing agreements that ensure consistent, secure access to paediatric health data across networks.

### 4 Expand Training and Knowledge Exchange Initiatives

**Overview:** Limited training and knowledge transfer reduce the capacity of networks to adapt to evolving challenges.

- Key Action:**
- Develop targeted training programs, workshops, and webinars to share best practices and build capacity.
  - Emphasize continuous learning to help networks remain resilient and locally sustainable.

### 5 Strengthen Communication and Public Engagement

**Overview:** Poor visibility and fragmented communication impede the recognition of paediatric networks' value.

- Key Action:**
- Implement a robust communication strategy using social media and a dedicated network database to raise awareness and attract potential partners.
  - This approach will help build a unified, recognizable presence across Europe.

### 6 Prioritize Coordinated Funding Efforts

**Overview:** Short-term, scattered funding restricts the long-term impact of paediatric innovation.

- Key Action:**
- Encourage coordinated funding strategies—such as establishing a central network coordinator role—to align funding opportunities with each network's specific goals.
  - Create public-private funding pools to secure long-term financial support and ensure sustainable innovation.

### CONCLUSION

A cohesive, cross-border approach is essential to overcome structural and resource-based challenges in paediatric innovation. By aligning strategies, building robust organizational models, standardizing data practices, expanding training, enhancing communication, and securing coordinated funding, European paediatric innovation networks can deliver more effective and sustainable healthcare solutions.

### KEY TAKEAWAY

Unified efforts and strategic collaboration are the keys to a resilient paediatric innovation ecosystem.





## WORKING GROUP 5



# BOOSTING DEMAND-DRIVEN PAEDIATRIC INNOVATION: Navigating Policies and Funding

### OVERVIEW

This working group explored the creation of supportive policy frameworks and funding mechanisms for paediatric innovation. It outlined methods to empower SMEs and streamline regulatory processes. The group emphasized ethical data sharing and robust innovation networks as keys to sustained progress. This sheet offered a quick guide to how the policy and funding landscape for paediatric innovation was navigated.

### 1 Policy Harmonization Across Regions

**Overview:** Aligning policies across different regions is crucial for fostering a cohesive environment that supports small and medium-sized enterprises (SMEs) in healthcare innovation. Harmonized policies reduce barriers and create a more predictable landscape for SMEs to operate and innovate.

- Key Points:**
- **Consistent Regulatory Standards:** Establishing uniform regulatory standards ensures that SMEs can navigate compliance requirements more efficiently, facilitating smoother market entry and expansion.
  - **Collaborative Policy Development:** Engaging multiple stakeholders, including government agencies, industry representatives, and SMEs, in policy development promotes inclusivity and addresses diverse needs.

### 2 Supportive Frameworks for SMEs

**Overview:** Empowering SMEs in the competitive healthcare sector requires flexible and supportive frameworks that not only adapt to their evolving needs but also help them leverage demand-driven innovation (DDI) as a complementary pathway to market. This approach enables SMEs to pivot and refine their value propositions by generating evidence of success through DDI, forming new partnerships, and integrating these learnings into their core business strategies.

- Key Points:**
- **Access to Funding and Resources:** Providing SMEs with mentorship, and essential infrastructure is crucial for fostering innovation, facilitating successful DDI projects, and accelerating the transition

from research to development.

- **Simplified Regulatory Processes:** Streamlining regulatory procedures minimizes administrative burdens, allowing SMEs to concentrate on R&D activities and to adapt quickly to market demands by efficiently implementing DDI practices.

### 3 Overview: Guidelines for Data Sharing

Establishing ethical guidelines for data sharing ensures that patient information is handled responsibly, maintaining public trust while enabling valuable insights for healthcare innovation.

- Key Points:**
- **Patient Consent and Privacy:** Ensuring informed consent and robust data anonymization techniques protect patient privacy during data sharing initiatives.
  - **Transparent Data Governance:** Clear policies outlining data ownership, access rights, and usage parameters promote ethical data practices among stakeholders.

### 4 Overview: Innovation Networks

Creating networks that connect SMEs with research institutions, healthcare providers, and policymakers fosters collaboration and accelerates the development and implementation of innovative solutions.

- Key Points:**
- **Collaborative Research Initiatives:** Encouraging joint research projects facilitates knowledge exchange and leverages diverse expertise to tackle complex healthcare challenges.
  - **Shared Platforms and Resources:** Developing shared platforms for data, tools, and best practices enhances efficiency and reduces duplication of efforts among SMEs.

### CONCLUSION

In summary, advancing paediatric healthcare innovation necessitates a comprehensive approach that integrates multi-dimensional needs assessment, fosters collaborative engagement between healthcare providers and innovators, and emphasizes evidence-based, budget-conscious decision-making. By aligning strategic priorities with frontline insights and patient feedback, and by leveraging diverse funding and partnership models, we can effectively address clinical challenges and implement sustainable solutions that enhance child health outcomes.

### KEY TAKEAWAY

A harmonized policy environment, flexible support frameworks, ethical data sharing, and robust innovation networks are essential for empowering SMEs to drive healthcare innovation.





# ELEVATING PAEDIATRIC INNOVATION: STRENGTHENING NETWORKS FOR BETTER COLLABORATION

## OVERVIEW

This group investigated how existing paediatric networks could be leveraged to enhance collaborative innovation. It highlighted the role of cross-disciplinary expertise and integrated communication in scaling effective practices. The discussion covered strategies for mitigating funding instability and reinforcing network resilience. This factsheet succinctly outlined the approaches that were taken to build a stronger, collaborative innovation ecosystem.

### 1 Leveraging Strengths to Seize Opportunities

**Overview:** Paediatric innovation networks in Europe possess robust methodologies and multidisciplinary expertise, positioning them to capitalize on emerging opportunities in digital health and precision medicine.

- Key Points:**
- **European-Wide Synergies:** Establish structured partnerships with complementary networks, such as those focused on training, to scale impactful paediatric practices.
  - **Adoption of New Technologies:** Apply rigorous paediatric research methodologies to ensure effective integration of innovations like telemedicine and precision medicine into paediatric care.
  - **Advancement in Targeted Care:** Utilize cross-disciplinary expertise to accelerate the implementation of genomics and precision medicine, particularly for rare diseases.
  - **Enhanced Impact Measurement:** Employ measurable intervention outcomes to demonstrate the tangible benefits of network collaboration, thereby strengthening funding advocacy.

### 2 Addressing Weaknesses by Exploiting Opportunities

**Overview:** By utilizing available opportunities, networks can mitigate internal weaknesses such as fragmented data and organizational instability.

- Key Points:**
- **Streamlined Administrative Collaboration:** Implement resource-sharing models across hospitals and networks to strengthen governance and operational structures.
  - **Development of Paediatric-Specific Data Repositories:** Create integrated, accessible paediatric data systems utilizing advancements in digital health and collaborative network structures.
  - **Tailored Regional Initiatives:** Customize innovation programs to regional needs, ensuring complementary efforts across networks and reducing redundancy.

- **Improved Communication and Visibility:** Optimize online platforms and information-sharing using digital health innovations to make paediatric networks more navigable and accessible.

### Utilizing Strengths to Mitigate Threats

Networks can leverage their inherent strengths to counter external threats such as funding instability and policy shifts.

**Overview:** • **Reinforcing Innovation Credibility:** Ensure rigorous research methodologies prevent paediatric innovation from being dismissed as a secondary priority.

- Key Points:**
- **Evidence-Based Advocacy:** Use measurable patient impact data to advocate for paediatric innovation as a core healthcare priority in policy discussions.
  - **Collaborative Funding Strategies:** Leverage European-wide collaboration to pool resources and mitigate the risks of fluctuating European funding.
  - **Organizational Resilience:** Utilize multidisciplinary expertise to proactively anticipate and adapt to policy and funding changes.

### Minimizing Weaknesses to Avoid Threats

Addressing internal weaknesses is crucial to prevent potential dangers arising from external threats.

**Overview:** • **Clarifying Value Propositions:** Strengthen networks' ability to communicate their unique contributions, reducing vulnerability to competition for limited resources.

- Key Points:**
- **Addressing Data Fragmentation:** Develop standardized paediatric data-sharing protocols to overcome regulatory and operational inefficiencies.
  - **Strengthening Governance:** Implement stable governance models that prioritize sustainability over reliance on short-term grants.
  - **Enhancing Commercial Viability:** Foster public-private partnerships that align paediatric innovation with industry priorities, improving its attractiveness to investors.

## CONCLUSIONS

European paediatric innovation networks possess strong methodologies and multidisciplinary expertise, positioning them to effectively integrate digital health, telemedicine, and precision medicine into paediatric care. However, they face challenges such as fragmented data, resource limitations, and reliance on short-term funding. Addressing these issues through strategic alignment, robust organizational structures, and centralized data-sharing can enhance collaboration and sustainability. By focusing on these areas, networks can better meet the evolving needs of paediatric healthcare.

## KEY TAKEAWAY

A strategic approach that leverages strengths, addresses weaknesses, capitalizes on opportunities, and mitigates threats is essential for strengthening paediatric innovation networks.







# LAUNCH:

## KIDS ARE THE FUTURE – IGNITING CHANGE



The **LAUNCH event** marked the culmination of our series, igniting change in paediatric healthcare through dynamic innovation. It concentrated on integrating PPI and PCP projects, achieving internal alignment among healthcare providers, and implementing systemic interventions for scalable adoption. Stakeholders collaboratively formulated actionable strategies that emphasized leadership continuity, capacity building, and evidence-based policymaking. This event demonstrated a bold, forward-thinking commitment to creating a resilient, future-ready healthcare system.



## WORKING GROUP 7



# CONNECTING THE DOTS: Elevating Healthcare through PPI and PCP Projects Collaboration

### OVERVIEW

This working group focused on integrating PPI and PCP projects to address paediatric healthcare challenges holistically. It emphasized leveraging expertise, leadership, and cross-border collaborations to drive change. The discussion provided clear, actionable strategies for aligning internal processes with innovation goals. This sheet offered a concise overview of the key conclusions and recommendations for collaborative healthcare innovation.

### 1 Leveraging Strengths & Opportunities

**Overview:** Capitalize on established expertise, leadership support, and integrated organizational practices to drive policy advocacy and international collaboration.

- Key Points:**
- **Advocacy through Expertise:** Leverage deep scientific and technological knowledge to shape innovation-driven policies.
  - **Cross-Border Collaboration:** Use strong senior management support to build structured international partnerships and enhance knowledge-sharing.
  - **Cultural Integration:** Embed innovation within strategic plans and job roles by utilizing EU training resources.
  - **Policy Alignment:** Align demand aggregation with the evolving European policy framework to elevate PPI/PCP as a strategic priority.

### 2

### Minimizing Weaknesses & Countering Threats

**Overview:** Address internal barriers and process gaps by investing in capacity building, streamlining administration, and clarifying project objectives to counter risks and regulatory complexities.

- Key Points:**
- **Leadership Buy-In:** Provide targeted EU training and deploy organizational tools to overcome resistance to change.
  - **Structured Metrics:** Integrate clear, actionable innovation metrics within strategic planning to monitor progress.
  - **Administrative Continuity:** Streamline processes with shared support systems to mitigate the impact of team turnover.
  - **Procurement Education:** Enhance internal procurement practices to ensure projects are designed with solution adoption in mind.
  - **Precise Project Scopes:** Use well-defined needs and objectives to align stakeholder expectations and prevent ambiguity.

### CONCLUSIONS & RECOMMENDATIONS

The analysis confirms that while strengths and opportunities provide significant potential for advancing paediatric innovation, the existing weaknesses and threats require decisive, bottom-up interventions. Key recommendations include:

- ✓ **Internal Alignment:** Prioritize the synchronization of organizational strategies with PPI/PCP objectives to foster a culture of accountability and risk-taking.
- ✓ **Leadership Continuity:** Develop robust mechanisms to ensure sustained leadership and consistent stakeholder engagement throughout project lifecycles.
- ✓ **Capacity Building:** Invest in targeted training programs and advanced tools to strengthen internal procurement processes and innovation valuation.
- ✓ **Policy Advocacy:** Collaborate across borders to leverage the current European policy momentum, creating supportive frameworks and coordinated funding initiatives.
- ✓ **Stakeholder Engagement:** Establish transparent, continuous communication channels to align diverse stakeholder goals and reinforce unified, innovation-driven strategies.

### KEY TAKEAWAY

A cohesive, bottom-up approach that emphasizes internal alignment, sustained leadership, and strategic capacity building is essential for transforming paediatric healthcare innovation.





## WORKING GROUP 8

# INTERNAL ALIGNMENT AND CONSENSUS IN HEALTHCARE PROVIDERS TO TACKLE PAEDIATRIC CHALLENGES FOR DEMAND-DRIVEN INSTRUMENTS

### OVERVIEW

This working group delved into how organizations could align innovation efforts with institutional priorities through structured processes. It evaluated the roles of leadership, open feedback channels, and multidisciplinary evaluations in driving demand-driven instruments. The focus was on establishing standardized frameworks and fostering inclusive stakeholder engagement. This factsheet served as a brief guide to how internal alignment and consensus were achieved for paediatric innovation.

### 1 Establishing Structured Processes

**Overview:** Develop standardized frameworks that ensure challenges are identified, structured, and prioritized in line with long-term institutional goals.

- Key Points:**
- **Formal Methodology Development:** Create clear, repeatable processes to assess and structure challenges, reducing inconsistency and missed opportunities.
  - **Integrated Feedback Systems:** Combine leadership-led initiatives with open channels for internal and external stakeholder input, ensuring comprehensive insights.
  - **Multidisciplinary Evaluation:** Leverage expert committees and models such as the i4KIDS Europe approach to maintain robust governance and strategic oversight.

### 2 Enhancing Stakeholder Engagement and Organizational Alignment

**Overview:** Foster inclusive decision-making by aligning the roles of all key stakeholders—from procurement and legal teams to clinical champions and patient representatives—to build a unified innovation strategy.

- Key Points:**
- **Inclusive Stakeholder Roles:** Ensure that responsible, accountable, consulted, and informed groups collaborate closely to shape strategic priorities.
  - **Cross-Departmental Collaboration:** Strengthen communication across innovation, clinical, and operational teams to overcome departmental silos.
  - **Organizational Incentives and Cultural Change:** Formalize incentive structures and cultivate a culture of shared responsibility to support continuous innovation.

### CONCLUSIONS & RECOMMENDATIONS

The general conclusions highlight that while existing practices provide a strong basis for innovation; their impact is limited by the lack of formalized processes and cohesive stakeholder engagement. To address paediatric challenges effectively, organizations should:

- ✓ **Implement Standardized Frameworks:** Develop formal methodologies that consistently align challenge identification with institutional and strategic goals.
- ✓ **Foster Inclusive Decision-Making:** Blend top-down leadership with bottom-up contributions to ensure that all voices—from frontline professionals to executive management—are heard.
- ✓ **Enhance Cross-Departmental Alignment:** Promote regular, structured collaboration to break down silos and streamline innovation processes.
- ✓ **Strengthen Cultural and Incentive Structures:** Build a culture of shared responsibility and formalize rewards that recognize innovative contributions across the institution.

### KEY TAKEAWAY

“Driving impactful innovation in paediatric healthcare requires an ecosystem where structured processes, collaborative stakeholder engagement, and organizational alignment converge, empowering institutions to tackle challenges with sustainable, transformative outcomes.”





## WORKING GROUP 9



# HEALTH SYSTEM INTERVENTIONS TO ADDRESS DEMAND-DRIVEN INSTRUMENTS ADOPTION AND INCENTIVES: The Catalan Case

### OVERVIEW

This working group explored systemic interventions that drove the adoption of demand-driven instruments within the Catalan health ecosystem. It highlighted the transition from traditional practices to a value-driven innovation model that generated measurable outcomes. The discussion emphasized bridging the gap between innovation development and widespread adoption through evidence-based tools and collaborative governance. This sheet provided a concise guide to the strategic priorities and actionable pathways that were defined in the Catalan case.

### 1 Transitioning to a Value-Driven Ecosystem

**Overview:** Adopt a systemic shift from traditional health practices to an innovation ecosystem that generates measurable value.

- Key Points:**
- **Align Research with Needs:** Integrate scientific advancements with real-world healthcare demands and patient-centred innovation.
  - **Structural Support:** Utilize targeted funding and systemic efficiencies to scale innovation programs across Catalonia and creation of systemic organisms such as: the Foresight and Innovation Unit at AQuAS, the Commission for Innovation and Transformation of the Health System, the Sub-commission for Fast-Track Innovation, and the Sub-commission for Value-Based Procurement.

### 2 Bridging the Innovation Adoption Gap

**Overview:** Address fragmented ecosystems and misaligned incentives that hinder the rapid adoption of new technologies.

- Key Points:**
- **Demand-Driven Approaches:** Implement open innovation programs and robust regulatory frameworks to synchronize development with adoption timelines.
  - **Incentivize Adoption:** Prioritize scalable, cost-effective strategies that drive widespread implementation of innovations.

### 3 Enhancing Evidence-Based Decision Making

**Overview:** Utilize systemic instruments to ensure that decisions are grounded in solid evidence and aligned with healthcare priorities.

- Key Points:**
- **Leverage HTA Tools:** Expand collaboration across Health Technology Assessment bodies and use platforms like AQuAS for informed decision-making.
  - **Innovation & Foresight Unit:** Establish a dedicated unit to act as a knowledge broker, enhancing capacity building and supporting value-based procurement.

### 4 Collaborative Governance and Strategic Blueprint

**Overview:** Foster long-term transformation through coordinated governance and strategic partnerships.

- Key Points:**
- **Unified Governance:** Create innovation commissions and align with initiatives (e.g., CAIROS) to reduce redundancies and drive collective progress.
  - **Catalan “Five-Star Strategy”:** Use this blueprint to prioritize unmet needs, leverage resilience funds, and promote cross-sector collaboration.

### CONCLUSIONS & RECOMMENDATIONS

The Catalan case underscores the need to balance bold systemic initiatives with grassroots collaboration and agile adaptation. To drive demand-driven innovation adoption, it is recommended to:

- ✓ **Align Innovation with Systemic Needs:** Ensure that research, development, and adoption efforts are interconnected.
- ✓ **Foster Collaborative Partnerships:** Engage diverse stakeholders—from innovators to policymakers—in a unified framework.
- ✓ **Build Robust Support Structures:** Invest in dedicated units, evidence-based tools, and unified governance models to sustain long-term impact.

### KEY TAKEAWAY

Balancing bold systemic initiatives with agile, grassroots collaboration is crucial for transforming the Catalan health ecosystem into a model of demand-driven innovation.





# THEMATIC ANALYSIS OF CHALLENGES AND SOLUTIONS:

## SYNTHESIS OF WORKING GROUPS INSIGHTS

### OVERVIEW

The following section synthesized key insights from the nine working groups on paediatric innovation. It identified five central themes that encapsulated both the challenges encountered and the proposed solutions. These themes ranged from governance and policy alignment to clinical and patient-centred innovation. This factsheet offers a concise, one-page guide to the strategic pathways for maximizing impact in paediatric healthcare innovation.

### 1 GOVERNANCE AND POLICY ALIGNMENT

#### Challenges

- ✓ Lack of coordination across paediatric innovation networks, leading to redundancy and inefficiencies.
- ✓ Regulatory discrepancies create inefficiencies in cross-border procurement and hinder scalability.
- ✓ Paediatric procurement is often deprioritized in policy frameworks, limiting long-term planning.

#### Proposed Solutions

- ✓ Develop a centralized EU Paediatric Procurement Governance Hub to coordinate efforts and ensure alignment.
- ✓ Harmonize legal and regulatory frameworks across EU member states to facilitate smoother procurement processes.
- ✓ Establish structured policy advocacy mechanisms to elevate paediatric procurement as a key priority in healthcare innovation.

## 2 FUNDING AND SUSTAINABILITY

### Challenges

- ✓ High dependency on short-term EU funding programs limits sustainability and scalability.
- ✓ Limited engagement from private investors and venture capitalists restricts financial flexibility.
- ✓ Lack of financial incentives for hospitals to procure innovative pediatric solutions.

### Proposed Solutions

- ✓ Implement long-term public-private funding strategies, including social impact bonds and pooled hospital funding models.
- ✓ Develop financial incentives to encourage hospital adoption of pediatric innovation.
- ✓ Promote investment-ready business cases for paediatric health solutions to attract venture capital and diversify funding streams.

## 3 DATA AND DIGITAL HEALTH INTEGRATION

### Challenges

- ✓ Fragmented pediatric health data systems hinder evidence-based decision-making.
- ✓ Ethical and legal constraints limit data-sharing opportunities, delaying innovation.
- ✓ Lack of AI integration for procurement decision-making and predictive analytics.

### Proposed Solutions

- ✓ Establish European-wide standardized pediatric health data repositories to enable better evidence-based procurement.
- ✓ Implement GDPR-compliant data-sharing frameworks to support real-world evidence collection while maintaining ethical integrity.
- ✓ Integrate AI-driven analytics and blockchain solutions to enhance procurement forecasting, efficiency, and security.

## 4 PROCUREMENT AND MARKET ENGAGEMENT

### Challenges

- ✓ Small pediatric market size discourages industry investment in innovative solutions.
- ✓ Procurement processes are complex, leading to inefficient innovation adoption.
- ✓ Lack of demand aggregation results in fragmented purchasing power.

### Proposed Solutions

- ✓ Develop joint procurement alliances across multiple EU regions to consolidate demand and incentivize suppliers.
- ✓ Simplify procurement processes with standardized, pre-negotiated contracts that ease administrative burdens.
- ✓ Invest in training programs for procurement teams to ensure a better understanding of innovative purchasing models.

## 5 CLINICAL AND PATIENT-CENTRED INNOVATION

### Challenges

- ✓ Limited clinician participation in innovation and procurement processes.
- ✓ Pediatric patient and family perspectives are often overlooked in solution development.
- ✓ Lack of institutional incentives for clinical teams to engage in procurement-driven innovation.

### Proposed Solutions

- ✓ Institutionalize "Innovation Time" for clinicians, allowing them to actively engage in procurement and innovation without workload penalties.
- ✓ Create patient and family advisory boards to ensure end-user input is central to procurement and innovation decisions.
- ✓ Foster an organizational culture shift, transitioning from risk aversion to a "learning from failure" model that encourages experimentation.

## CONCLUSION

The thematic analysis confirmed that addressing paediatric innovation challenges requires integrated, systemic approaches. Centralized governance, long-term funding models, robust digital health solutions, streamlined procurement practices, and a culture of clinical and patient-centred innovation emerged as key pillars. The recommended measures promise to reduce fragmentation, enhance cross-border coordination, and stimulate sustainable, evidence-based innovation in paediatric healthcare. Implementing these strategies will transform the innovation landscape, ensuring maximum impact across Europe.

## KEY TAKEAWAY

**"An integrated, systemic approach—combining centralized governance, sustainable funding, digital innovation, streamlined procurement, and a patient-centred focus—is essential for transforming paediatric healthcare innovation."**



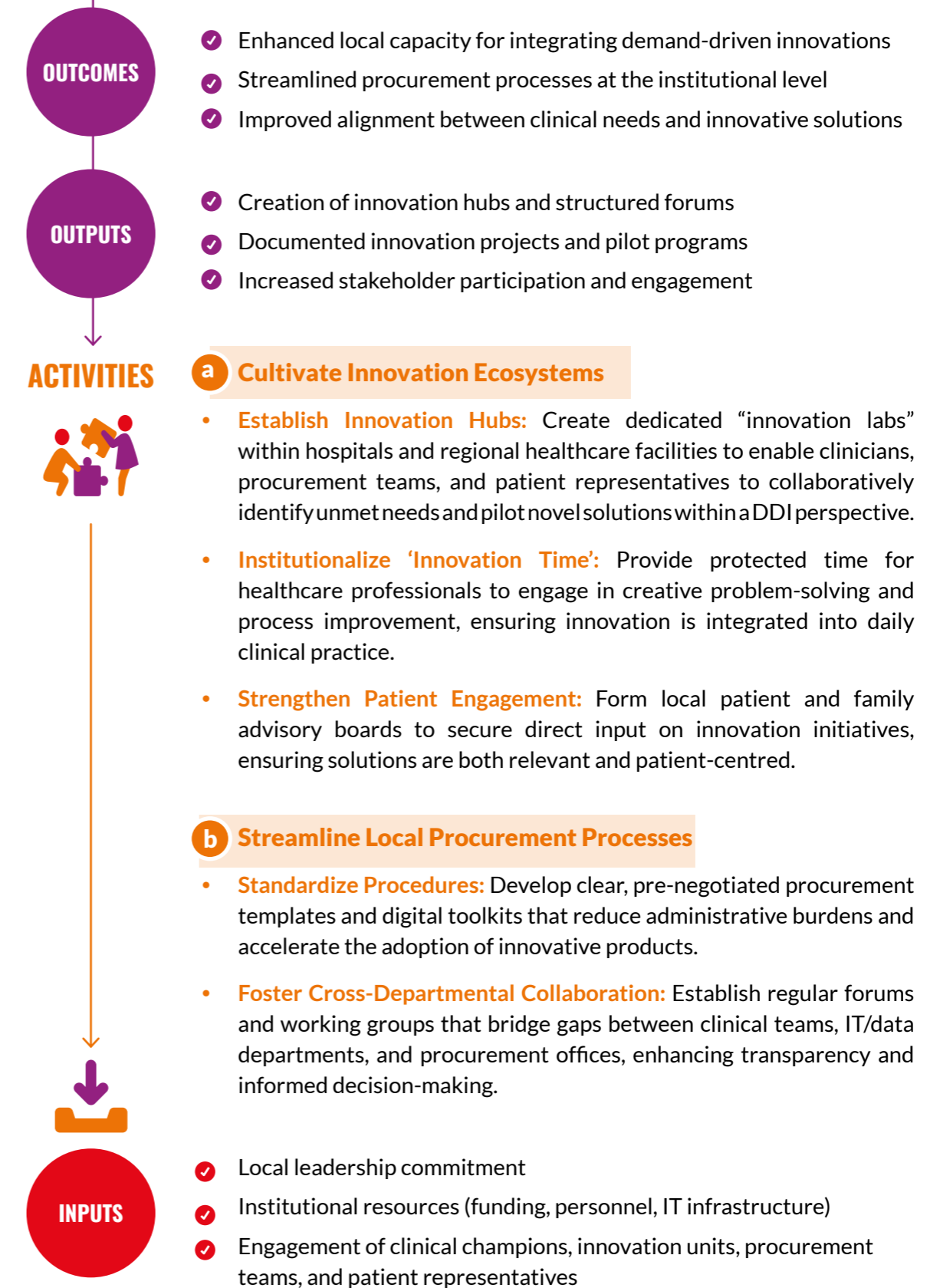
# POLICY RECOMMENDATIONS FOR ADVANCING PAEDIATRIC DEMAND-DRIVEN INNOVATION PROCUREMENT

The ADD4KIDS working groups have revealed significant challenges and opportunities within paediatric healthcare innovation. Insights from the working groups, supported by findings in the Draghi report and recent EU Commission publications, call for enhanced governance, sustainable funding, standardized data integration, streamlined procurement processes, and deeper clinician and patient engagement.

The following recommendations are structured using the ToC framework and organized by local, national, and European levels. This approach provides a clear and logical progression from identified challenges to proposed actions and anticipated outcomes, offering a coherent roadmap for stakeholders to drive systemic change in paediatric innovation procurement.



## LOCAL LEVEL RECOMMENDATIONS



## NATIONAL LEVEL RECOMMENDATIONS

### OUTCOMES

- ✓ Improved regulatory and procedural consistency across institutions
- ✓ Greater financial sustainability and long-term commitment to paediatric innovation
- ✓ Enhanced national capacity to support and scale innovative healthcare solutions

### OUTPUTS

- ✓ Publication of national procurement guidelines and standardized templates
- ✓ Established funding frameworks and long-term investment programs
- ✓ Nationwide training programs and enhanced expertise in innovation procurement

### ACTIVITIES



#### a Develop a National Framework for Paediatric Innovation Procurement

- **Policy Harmonization:** Align national regulations with EU directives to reduce fragmentation in procurement practices. Create unified national guidelines that standardize data-sharing protocols and ethical frameworks across healthcare institutions.
- **Enhance Funding Mechanisms:** Transition from short-term grants to hybrid funding models—such as public-private partnerships and social impact bonds—that provide sustainable financial support for paediatric innovation.
- **Invest in Capacity Building:** Launch nationwide training initiatives for procurement professionals and clinicians on demand-driven procurement and innovative purchasing models to build expertise and reduce resistance to change.
- **Promote Inclusive Capacity Building:** Ensure that smaller healthcare providers—beyond well-resourced university hospitals—have access to procurement opportunities. Facilitate participation for regional hospitals and primary care units, enabling a more equitable distribution of capacity-building efforts and fostering a broader innovation ecosystem

#### b Centralize Data and Digital Health Integration

- **Establish National Data Repositories:** Create centralized paediatric health data platforms that adhere to GDPR while facilitating the secure sharing of clinical evidence and innovation metrics.



- **Adopt Advanced Analytics:** Support the integration of AI-driven decision-making tools and block chain technologies to enhance data traceability and improve procurement forecasting and agility.
- ✓ National policy support and legislative backing
- ✓ Allocation of dedicated funding streams
- ✓ Collaboration between government agencies, healthcare providers, and industry

## EUROPEAN LEVEL RECOMMENDATIONS

### OUTCOMES

- ✓ Enhanced cross-border collaboration and streamlined procurement processes in paediatrics.
- ✓ Sustainable, long-term funding models that support innovative paediatric solutions
- ✓ A unified European healthcare innovation ecosystem that drives measurable improvements in paediatric care

### OUTPUTS

- ✓ Standardized procurement frameworks and harmonized regulations across member states
- ✓ Established joint procurement networks and digital data-sharing platforms
- ✓ Coordinated policy forums and collaborative working groups at the EU level

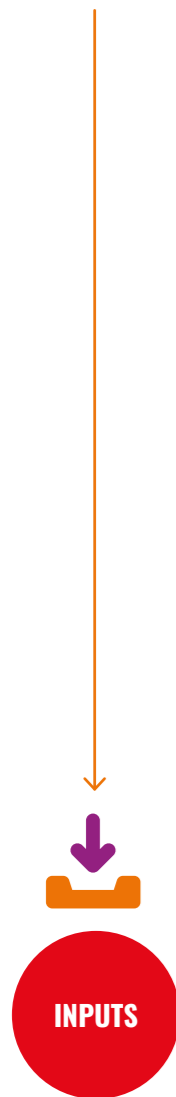
### ACTIVITIES



#### a Establish an EU-Level Governance Hub for Paediatric Innovation

- **Harmonize Regulatory Frameworks:** Create a centralized EU Paediatric Procurement Governance Hub to align cross-border regulations and standardize procurement templates, thereby facilitating smoother market access.
- **Promote Joint Procurement Alliances:** Encourage the formation of cross-border procurement networks to aggregate demand across regions, strengthen bargaining power, and incentivize supplier investment in paediatric solutions.





### **b** Foster a Unified Digital Health Ecosystem

- **Implement Standardized Data Frameworks:** Develop EU-wide paediatric health data repositories that enable secure, GDPR-compliant data sharing and integrate advanced analytics to support evidence-based procurement.
- **Enhance Policy Advocacy:** Leverage European policy momentum by establishing a collaborative forum that includes the EU Commission, member state representatives, and key healthcare stakeholders, ensuring continuous monitoring and adaptation of strategies.

### **c** Encourage Sustainable Investment and Funding Diversification

- **Support Public-Private Partnerships:** Promote initiatives that blend public funding with venture capital and private investment, ensuring long-term financial sustainability for innovative paediatric solutions.
- **Align Funding with Long-Term Goals:** Advocate for funding cycles that reflect long-term strategic objectives, balancing immediate needs with sustainable growth across the paediatric innovation ecosystem.

- ✓ EU-level funding and political commitment
- ✓ Cross-border collaboration frameworks
- ✓ Expertise from multiple member states and stakeholders

