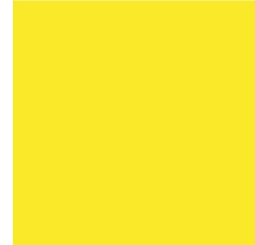




VALUE-BASED  
PROCUREMENT

Partnering for patient-centric,  
sustainable health care



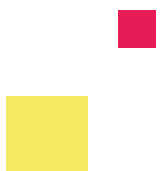
# VBP Community of Practice – description



September 2021



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## 1. Introduction

Value Based Procurement (VBP) is an innovative procurement approach supporting patient-centric, safe, high quality and affordable health care. Applying VBP leads to most economic advantageous purchasing by awarding a contract on the basis of what citizens, health systems, health actors and society value. VBP is a collaborative, multidisciplinary approach providing solutions to enable efficient and effective health care of value to all and provides opportunities to address the key challenges of provider-supplier relationships.

The basis for VBP is laid down in the multi-layered framework taking into account the outcomes that matter to patients, the benefits for key healthcare stakeholders and society as a whole, the cost along the full process of care delivery, and the offering of innovative solutions. When applying the VBP-methodology the contracting authority is awarding the contract based on the principle of the best total cost-quality ratio resulting in the most economically advantageous tender (MEAT), fully compliant with the EU Public Procurement Directive 2014/24/EU and Member States' national legislation. Value based agreements can be put in place to further support the change towards value-based procurement practices. VBP is a pragmatic way enabling value based health care and is of value to all health care actors in both the public and private sector.

In order to foster the adoption and to change procurement practice towards VBP a Value Based Procurement community is created: the VBP Community of Practice. This document provides an overview of its activities, opportunities of participation, guidelines for membership and resources.

## 2. VBP Community of Practice

The VBP Community of Practice is originally founded and facilitated by [MedTech Europe](#) in partnership with the [Boston Consulting Group](#) together with an initial group of procurers, medical technology firms and national association members of MedTech Europe. Recently, the VBP Community of Practice was further formalized together with the [European Health Public Procurement Alliance \(EHPPA\)](#) joining as a founding partner.

The VBP Community of Practice is a community of natural persons showing a high level of engagement in VBP and a drive to change current procurement practice to a value-based approach. The VBP Community of Practice brings together members supported by partner organizations and other stakeholders with a common interest in VBP. It provides a networking platform for the exchange of expertise, experience, and initiatives.

The VBP Community of Practice performs its activities compliant with legislative requirements (e.g. GDPR, Competition- and Procurement laws as well as advice from legal representatives participating in the Community). The VBP Community of Practice is supported by the VBP Secretariat.

## 3. Ambition and objectives

The ambition of the VBP Community of Practice is to partner for and accelerate adoption of patient-centric, safe, high quality and affordable value-based health care by supporting a change of procurement practice. This will bring the most economically advantageous solutions into healthcare, while taking into account the value offered to patients, caregivers, health care providers and society as a whole.

The objectives of the VBP Community of Practice can be summarised as follows:

- To establish a cross-stakeholder vision to drive the adoption VBP in practice;
- To address the challenges and barriers to the adoption of VBP;
- To build a network for its members and partners;
- To foster partnership of procurers and medtech suppliers in line with procurement and competition legislation.

#### 4. Activities

The members and partner organizations of the VBP Community of Practice conduct various activities:



- **Develop and engage** in the publication of awareness material and papers, organization of events and thematic webinars as well as the engagement with stakeholders in order to (a) develop outreach strategies to expand VBP awareness, (b) explain the value of VBP and its business case and (c) build support from healthcare professionals, hospital management, and financial directors' (C-level) to change current procurement practice towards value-based approach.
- **Educate** the Community of Practice members and stakeholders by providing training, coaching and educational material in order to increase their knowledge base.
- **Collaborate** within the Community of Practice and the broader network by engaging with partner organizations, expert professionals, and providing project support to share learnings, best practices and to create understanding of VBP benefits.
- **Derive learnings** from VBP experiences and procurement projects by performing deep-dive case studies and developing VBP starter guidances
- **Continuously enhance** the toolkit to support the application of VBP in relevant tender and procurement situations

Access to the public MEAT Value Based Procurement material is available at all times on the Community of Practice's website. Follow this link to access all public material: <https://vbpcommunity.eu/ResourceLibrary.html>

#### 5. Membership

Membership of the VBP Community of Practice is open to natural persons on a personal basis.

##### WHO ARE THE MEMBERS:

Persons committed to change procurement practice towards a value-based procurement approach and to engage in the activities of the VBP Community of Practice can apply for membership provided the person is either a(n):

- *Procurement professional* affiliated with a healthcare provider organization, Public Procurement Organisation (PPO) or Group Procurement Organisation (GPO). Membership is free of charge.

- *Leadership team executive* representing the procurement department of a healthcare provider organization, PPO or GPO (including health care institution C-level managers). Membership is free of charge.
- *Medtech industry expert* involved in procurement:
  - Nominated by a MedTech Europe corporate member which has provided the necessary financial contribution to the VBP project to become a Supporting partner organization (see section 6). Depending on the size of the contribution, the partner organization will have the opportunity to nominate 1-2 representatives in the Community of Practice.
  - Nominated as a key interface of a National Associations (NA) for medical technologies (1 representative per NA) provided the:
    - NA is a member of MedTech Europe;
    - NA is not a member of MedTech Europe, but holds membership of the Global Medical Trade Association (GMTA) and provides a financial contribution to the VBP project to become a Supporting partner organization (see section 6).In both cases, the person nominated by the NA must be an employee of the NA unless mutually agreed otherwise.
- *Observer*, having an interest in VBP and in the activities of the Community of Practice, affiliated with non-commercial organizations (e.g. national, international, or European institutions/organisations) and having an active role in its activities (e.g. policy officer/maker). The observer's membership is bound to the discretion of the Community of Practice (Represented by the Secretariat).
- Nominated representatives from the Founding partners (see section 6) providing financial and/or in-kind contribution(s): MedTech Europe, BCG and EHPPA.

The VBP Community of Practice is currently not a legal body.

As of 2022 the VBP Community of Practice may evolve to an independent legal entity. In parallel, the VBP CoP membership will become open to any life science industry organization that makes a financial contribution to the VBP Community of Practice, provided circumstances allow and subject to the evolution of the project.

The MEAT Value Based Procurement material is accessible to all on the [Community of Practice's public website](#)

#### HOW TO BECOME A MEMBER:

Those persons meeting the members' criteria as stipulated above and wishing to apply for membership can subscribe by completing the 'Subscription Letter', to be made available by the Secretariat. Members will not be financially compensated for their activities in the Community of Practice. Members can cancel their membership at any time.

## 6. Partner organisations

In order to further support and build on its activities, the VBP Community of Practice cooperates with partner organizations. The acceptance of and engagement with partner organizations is bound to the discretion of the VBP Community of Practice represented by the Secretariat. The cooperation with each partner organization will be evaluated on a yearly basis. Both the VBP Community of Practice and the partner organization may terminate the cooperation at any time. Partner organizations will not be financially compensated for their time spent in the Community of Practice, unless otherwise agreed.

A distinction is made between three types of partner organisations:

• **Supporting partner**

Supporting partners support the awareness building on VBP within their organization and network. Involvement is open to all MedTech Europe National Associations, MedTech Europe corporate members and medtech associations holding membership of the GMTA but not being a member of MedTech Europe. A legally binding agreement needs to be signed and a financial contribution is applicable. MedTech Europe National Association members are exempt from signing the legally binding agreement and providing a financial contribution.

As of 2022 any life science industry organization that makes a financial contribution to the VBP Community of Practice will have the possibility to be involved as a supporting partner provided circumstances allow and subject to the evolution of the project.

• **Knowledge partner**

Knowledge partners closely cooperate with the VBP Community of Practice on e.g. the development/ dissemination of educational training programs, organisation of thematic sessions & conferences, and/ or the expansion of knowledge/experience by means of the execution of pilots or real-life procurement cases. Involvement is open to organizations interested in the VBP-approach, bound to the discretion of the Community of Practice (Represented by the Secretariat). The VBP Community of Practice 'Knowledge partner agreement' will need to be signed.

• **Founding partner and supportive Secretariat**

The VBP Community of Practice consists of three founding partners providing financial and/or in-kind contributions:

- MedTech Europe;
- Boston Consulting Group (BCG);
- European Health Public Procurement Alliance (EHPPA).

A supportive Secretariat will be provided by a key (not-for profit) partner organization which will e.g., carry out administrative tasks, organise meetings, increase the number of members and support the adoption of value-based procurement in general.

## 7. Resources

The resources of the VBP Community of Practice consist of both in-kind support (e.g. by making persons available to carry out specific tasks) and financial contributions. The financial resources will be managed by the financial director of the organization running the Secretariat as a specific allocated budget.

Financial support including:

- Financial contributions by MedTech Europe corporate members and non-MedTech member National Associations
- Registration fees for events e.g. the annual VBP Conference;
- Contributions from e.g. partner organizations and grants.

The financial resources will be used on a contractual basis for e.g.:

- Sr. Advisor(s) on Value Based Procurement;
- Contractors to e.g. support material development and dissemination;
- Contractors for the organisation of e.g. webinars, thematic sessions and annual conference;
- Legal advice and participation of legal experts in meetings to ensure legal compliance;
- Consultancy and participation of business experts in meetings

In-kind support is provided by:

- Members of the VBP Community of Practice;
- Partner organizations;
- MedTech Europe managing the Secretariat in 2020 and 2021.

## **8. Ownership**

Material developed by the VBP Community of Practice

- Guidance and support documents aiming to support the introduction of VBP as developed by the VBP Community of Practice will be managed and put in the public domain by the Secretariat. When needed, a legal review will be performed.
- These documents reflect the common view of the majority of the VBP Community of Practice members. These documents provide a consolidated view, not a person specific view, and may not represent the MedTech corporate or National Association's opinion.

Material developed by the VBP Community of Practice contracted resources

- In case of fully financed material, these will be owned by the party who has contracted the resource. If agreement is provided by the party who has contracted the resource, the material will be managed and put in the public domain by the Secretariat.
- In case of co-investment with an external partner, ownership and use to be mutually agreed upon.

Intellectual property of Partner organizations

- VBP related material developed by a partner organization will remain the intellectual property of that partner organization.
- In case of co-development between a partner organization and the VBP Community of Practice a perpetual license will be provided to the VBP Community of Practice (represented by the Secretariat), unless mutually agreed differently.
- Under no circumstances any material developed by the VBP Community of Practice will be used for commercial purposes by the VBP Community of Practice members nor by the partner organization nor the observers unless agreed differently between the members/partner organization/observer and the VBP CoP secretariat.

## **9. Privacy policy**

Please refer to Annex I.

## **10. Dissemination and communication**

The material developed by the VBP Community of Practice will be disseminated and communicated using a variety of communication channels.

Annual Conference and conference microsite

- On a yearly basis a VBP Community of Practice microsite will be made available containing the latest material developed, the pre-reading and conference material. In due course the information on the conference will be made available at [www.vbpcommunity.eu](http://www.vbpcommunity.eu)

Thematic Seminars and seminars microsite

- The supportive documents and guidance developed will be made available on the VBP Community of Practice microsite. In due course by means of a dedicated website. Link to the 2020 thematic seminar series on Value Based Agreements: [www.vbpcommunity.eu](http://www.vbpcommunity.eu)

#### VBP Insights newsletter and VBP LinkedIn group

- New developed material will be shared through the VBP Insight newsletter and direct mailing to the members and partners. In due course a VBP dedicated LinkedIn group will be created.

#### Partner organizations

- All partner organizations will be asked to share the material developed by the VBP Community of Practice through their communication- and dissemination channels potentially using a joint statement by the VBP Community of Practice and partner organization.

#### Value Based Procurement repository

- All available material will reside on a dedicated page within the VBP CoP website. The material is also available for other organisations with appropriate referencing.

### **11. Activities 2021**

The VBP Community of Practice carries out various activities. Some of the 2021 activities are:

- creation of a VBP repository containing extensive VBP PowerPoint presentations;
- publication of a periodic blog series published on MedTech Views;
- presentations at various conferences and VBP awareness events across Europe;
- thematic seminars on value based agreements;
- supporting individual procurement organisations in the uptake of the VBP-approach;
- development of good practice and deep-dive case studies;
- online open Roundtable

*The current description provides the current view for September 2021 and may evolve over time in order to respond to the dynamics of the VBP Community of Practice.*



## Annex I: Privacy policy

1. The Value-Based Procurement Community of Practice (hereafter referred to as “VBP CoP”) Secretariat, which is managed by MedTech Europe until end of 2021, will ensure that the VBP partners’ information is processed confidentially, pursuant to the exceptions listed below.

By signing the “Value Based Procurement – Community of Practice Subscription Letter” or any other agreement allowing to become a Partner Organisation (hereafter referred to as “PO”) of the VBP CoP, the POs agree to the processing of personal data they provide to the VBP CoP Secretariat. We act as data controller and we may process the personal data of the PO including those of their nominated representatives. For information on the Partner Organisations, please refer to Article 6 of the VBP CoP description.

**2. Personal data we may collect and process from you.** The personal data collected and processed by the VBP CoP Secretariat (i.e. MedTech Europe) includes the following: name, job title, working address, phone number, email address, photographs, and video recording (from recorded/ videotaped events or webinars).

**3. Use of personal data.** Personal data may be processed by the VBP CoP Secretariat (i.e. MedTech Europe) or any of MedTech Europe’s agents, employees, delegates or subcontractors for the following purpose to achieve the aims of the programme/VBP CoP as described in Article 3 of the VBP CoP description. In particular, personal data are processed in order to establish a cross-stakeholder vision to drive the adoption VBP in practice, to address the challenges and barriers to the adoption of VBP, to build a network for its members and partners and to foster partnership of procurers and medtech suppliers in line with procurement and competition legislation.

**4. Sharing of personal data.** To achieve those aims listed above, the VBP CoP Secretariat (i.e. MedTech Europe) may share the names and contact details and other information from the VBP CoP profile with programme partners and potential programme partners, as described in Article 6 of the VBP CoP description, where this is necessary to achieve the aims of the VBP CoP programme. In addition, personal data of VBP events and workshop participants, as described above, may be shared with the (co-) organiser of those events. **Please note that events and workshops may be organised only by partner organizations. Please note that you have a right to object to the processing of your personal data where that processing is carried out for our legitimate interest or for direct marketing.** This means you can send us an email if you do not agree with the use of your personal data by the VBP CoP Secretariat.

**5. Events and workshops.** When organizing an event or workshop for the VBP CoP, the VBP CoP Secretariat and/ or the other partners of the VBP CoP may take pictures during the event and/ or record or videotape the sessions. The general audience may appear on the pictures or the video recordings. In addition, if a Partner speaks at a VBP event, the VBP CoP Secretariat may photograph, audiotape and/or videotape, if applicable, and use the speakers’ Contribution for the following purposes:

- Online posting on the VBP Secretariat website(s) and other relevant websites (e.g. medtecheurope.org; vbpccommunity.eu; etc.) of a digitally watermarked pdf version of the Speakers’ Contribution, such as but not limited to the presentation or pictures or pictures of posters.
- Communication, in printed and/or digital form, of the Contribution to the Event’s participants and potentially relevant MedTech Europe Members (listed [here](#))
- Use of the Contribution for communication around the Event, on any type of media (e.g. MedTech Europe blog(s)).

In addition, the VBP CoP Secretariat may:

- Post online on the VBP CoP Secretariat website(s) and other relevant websites (e.g. medtecheurope.org; vbpccommunity.eu; etc.) of the Speakers’ name, position and organisation.
- Use pictures and videos of sessions or workshops of the Event to promote VBP Events (or future events) and/ or the discussion on/topic of the Contribution. Such use, distribution, and creation may include audiotapes, videotapes, web broadcasting, printed materials, and electronic/digital/computer media and other media.

Those audio/ and visual footage of the Events may be posted online on the Value Based Procurement and MedTech Europe website(s) and/or other websites, inter alia, Twitter, YouTube, etc. for the purpose of promoting the Event or future events. For further information on how those third-party sites process personal data, please refer to their respective Privacy Policies.

By joining the VBP CoP and signing the subscription letter, or any other agreement allowing you to become a PO, you confirm to agree on those terms and conditions as described by this Policy. If you do not want us to process your personal data any longer, or if you want to limit the use of your Contribution, please send an email to the VBP Secretariat. Please note that if you are a partner of the VBP CoP, we need to process certain personal data of you to ensure your membership to the VBP CoP.

**Please note that for each event there will be an area that will not be photographed/ filmed. If you attend an event and you do not wish to be photographed/filmed, we ask you to sit in that designated area.**

**7. Information on VBP CoP activities.** By joining the VBP CoP as a member or becoming a PO, you also agree to be invited to the events organized by the VBP CoP and to be informed via email of the different initiatives and ongoing activities of the VBP CoP. This includes a periodic newsletter that summarizes the latest achievements and information on the VBP CoP.

**8. Other processing activities.** In addition to the provisions listed above, VBP Secretariat may process personal data from the VBP CoP members and POs for the following purposes:

- to provide them with the information they may have requested from the VBP Secretariat;
- to store contact details of members and Partners and their nominated representatives;
- to invoice, if applicable, any membership or subscription fee;
- to comply with any legal and regulatory obligations.

**9. International data transfers.** In connection with any of the purposes described above, the VBP Secretariat (i.e. MedTech Europe) may process your personal data outside the European Economic Area (EEA) in very limited cases only. If you want to learn more about it, please contact us as provided below.

10. In addition, the VBP Secretariat (i.e. MedTech Europe) may share your personal data with local tax authorities and any governmental or administrative body where MedTech Europe determines that it is necessary or desirable in order to comply with applicable laws, court orders, or government regulations.

**11. Hosting & Processing.** The VBP Community website and the VBP Conference website are hosted by third-party service providers who help us provide our services. Additionally, other service providers are used for the provision of services to us and the distribution of promotional material. In this context, your personal data will be processed by a third-party service provider.

**12. Retention period.** The Partners' personal data will be retained no longer than necessary for the purposes for which the VBP Secretariat (MedTech Europe) is processing such personal data. In the case of a legal or regulatory obligation requiring us to retain specific records for a set period of time, for that period of time. Additionally, it will never be held for less than what is required for fiscal law and the accounting retention period, or the period of time needed for litigation or judicial actions under such laws. If the agreement with the Member or Partner ends, then the personal data of its representatives, including its employees, will be held for five (5) years from the date that the organisation ceases to be a Partner or the nominated representative leaves the organisation of the Partner.

**13. Data Subject Rights.** You have various rights in relation to your personal data, including the right to request access to your personal data or for a copy of your personal data to be provided to a third party in a digital form, correct any mistakes on our records, erase or restrict records where they are no longer required, object to use of personal data based on legitimate business interests or for direct marketing, ask not to be subject to automated decision making if the decision produces legal or other significant effects on you. You also have the right to lodge a complaint about the processing of your personal data with the supervisory authority. We will respond to your request in writing, or orally if requested, as soon as practicable and in any event not more than within one month after receipt of your request. In exceptional cases, we may extend this period by two months and we will tell you why. We may request proof of identification to verify your request. For more details in relation to your rights, including how to exercise them, please contact us using the details below.

14. **Changes to this policy.** This privacy policy may be updated from time to time and the VBP Secretariat will notify the members of the VBP CoP in writing of any material changes.

15. **How to contact us.**

Value Based Procurement Community of Practice Secretariat represented by MedTech Europe (until 2021)

Rue Joseph II, 40

1000 Brussels (BE)

Tel: +32 (0)2 300 96 43

**For any questions, please contact:**

Hans Bax : [h.bax@medtecheurope.org](mailto:h.bax@medtecheurope.org) or Sophie Koettlitz: [s.koettlitz@medtecheurope.org](mailto:s.koettlitz@medtecheurope.org).

For questions strictly related to **privacy**, you can also reach out to: [data.protection@medtecheurope.org](mailto:data.protection@medtecheurope.org).