

Imaging Intelligence in Practice

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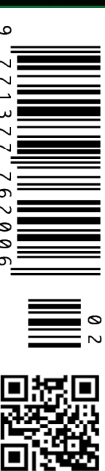
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Value-Based Procurement of Medical Devices: A Practical Guide

The book *Value-Based Public Procurement: Guide to the Procurement of Medical Devices* presents a practical manual for value-based procurement of medical devices and turns EU and Spanish rules into usable steps. Value is framed beyond price through outcomes, patient experience, life-cycle costs and social and environmental criteria. A five-phase process is set out and supported with clauses, matrices, checklists, indicators and case examples to help multidisciplinary teams move from needs definition to contract evaluation.

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key points

- ARGES Salud y Sociedad's book translates regulation into clear, usable procedures.
- It integrates clinical, technical, managerial and patient perspectives across the full contracting cycle.
- The guide focuses on medical devices and their impact on improving healthcare processes.
- Real-world cases show VBP can improve clinical effectiveness, operational efficiency and economic sustainability.
- The guide turns VBP into a practical, replicable manual for health services.

Introduction

The sustainability of contemporary healthcare systems increasingly depends on efficient resource allocation, consistent clinical quality and the ability to respond to an ageing population with a high prevalence of chronic diseases. In this context, Value-Based Procurement (VBP) is set out as an approach that goes beyond price by incorporating clinical effectiveness, operational efficiency, social impact and environmental sustainability.

However, the actual implementation of VBP in healthcare services has remained limited due to organisational, legal, cultural, and methodological barriers. Limited availability of operational guidance, regulatory complexity and gaps in practical tools continue to create obstacles for contracting bodies and procurement teams seeking systematic application.

In this context, *Value-Based Public Procurement: Guide to the Procurement of Medical Devices*, produced by ARGES Salud y Sociedad with input from industry stakeholders, serves as a practical resource to support

the transition towards procurement models focused on value and aligned with current regulation.

Value-Based Procurement in Healthcare Systems

Value-Based Procurement is an innovative public procurement model developed in response to healthcare pressures linked to population ageing, rising chronic disease, and the need to improve efficiency and sustainability while maintaining service capacity.

The approach is based on the premise that value in healthcare is generated when clinical outcomes, patient experience and care-process efficiency exceed the total life-cycle cost of the products or services purchased. The guide links this approach to improved outcomes through the prioritisation of technologies and services that reduce complications, reoperations and hospital stays. It also addresses resource optimisation by considering operating costs, maintenance, technological renewal and process efficiency.



The framework further supports innovation by encouraging solutions associated with measurable improvements, while integrating environmental and social criteria into purchasing decisions. National and international cases included in the guide demonstrate practical applications of VBP within procurement processes.

Operational Structure and Procurement Cycle

The guide adopts an operational focus by translating regulatory requirements into clear and applicable procedures and tools designed for procurement practice. The European legal framework established by Directive 2014/24/EU and Spanish Law 9/2017 on Public Sector Contracts provides the regulatory foundation for VBP implementation.

The book provides a comprehensive operational model for the entire procurement cycle. For a better understanding, the procurement process is organised into five phases:

1. identification of needs and definition of the contract object;
2. preparation of value-oriented specifications and award criteria;
3. formation of multidisciplinary procurement committees;
4. execution, monitoring, and enforcement of contractual conditions; and
5. evaluation of results and subsequent contracting decisions.

This structure supports value generation across the full contract life cycle.

The guide includes several practical tools designed to facilitate implementation:

- A decision checklist to determine whether a tender should be carried out using VBP.
- Operational recommendations for each phase of the process.
- Case examples reporting outcomes related to effectiveness, efficiency and patient experience.
- Guidance on participation by clinicians, patients and providers.
- Indicators for ex ante and ex post evaluation.

Taken together, the structure and tools are designed to help procurement teams apply VBP more consistently across planning, award and contract management.

“The guide adopts an operational focus by translating regulatory requirements into clear and applicable procedures and tools.”

Key procurement concepts such as most economically advantageous tender (MEAT), life-cycle costing, award criteria, mixed contracts, and preliminary market consultations are explained in practical terms. Examples of clauses, evaluation criteria, and tender specifications illustrate how these elements can be incorporated into procurement documentation. This allows contracting authorities to move from theory to action with legal certainty.

Positioning Relative to Other VBP Materials

Recent European initiatives on Value-Based Procurement include documents referenced from the European Commission, the OECD, the British NHS and recommendations linked to the Spanish Ministry of Finance. Within that wider landscape, *Value-Based Public Procurement: Guide to the Procurement of Medical Devices* focuses specifically on medical devices and sets out a method intended to be applied across the full procurement cycle.



Product classification is aligned with Regulation (EU) 2017/745 and Royal Decree 192/2023, and value criteria are linked to clinical outcomes such as reduced infections, complications, and reoperations.

Unlike materials addressing individual procurement stages, the guide covers the full procurement cycle, from needs identification to follow-on contracts. Operational tools include criteria matrices, sample clauses, indicators, and recommendations for procurement committees.

A multidisciplinary procurement perspective is incorporated throughout the guide. Roles are defined for clinicians, managers, technicians, and patients, and the integration of patient experience into award criteria is described. Case examples illustrate how clinical participation can influence procurement outcomes.

The guide interprets Spanish Law 9/2017, derived from the transposition of Directives 2014/23/EU and 2014/24/EU, and explains the application of life-cycle considerations, qualitative criteria, and preliminary



legal experts. The event generated interest among participants in the public procurement community.

The guide will soon be available in Spanish and English upon request.

“Designed for usability, the guide features a structured layout supported by infographics, comparative tables and accessible technical language.”

market consultations within procurement processes. Examples adapted to the Spanish healthcare context are included.

Designed for usability, the guide features a structured layout supported by infographics, comparative tables and accessible technical language intended to support decision-making.

Presentation and Availability

The guide was presented on 21 October 2025 in Madrid during a conference involving professionals who contributed to its development, including clinicians, public procurement managers, nurses, patients and

Conclusions

Value-Based Procurement represents an approach to strengthening efficiency, equity, and sustainability in healthcare systems. Implementation requires methodological clarity, regulatory alignment, and operational tools adapted to procurement practice.

The guide provides a structured methodology, practical instruments and case-based examples intended to support contracting bodies and healthcare procurement services in applying value-based procurement across the procurement life cycle. Its operational orientation connects procurement decisions with clinical outcomes, resource optimisation and sustainability considerations.



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