Procure 4Health

External TWINNINGS

Final report February 2025
Lund municipality –
Helsingborg municipality

P4H

Partners involved in the Twinnings partnership, two or several

Lund municipality and Helsingborg municipality are the two participating municipalities in the project. Lund municipality is the responsible project owner, and the municipality has procured RISE (Research Institute of Sweden) as a sub-contractor to be responsible for project management, preparations, facilitating workshops and meetings, summarizing meetings and workshops, and concluding the project work in the written reports.

The project preparations and execution have been made in close collaboration with the two participating municipalities and RISE.

RISE is also involved in two other Twinnings projects (Höganäs-Lidingö and Ystad-Ängelholm), which have resulted in two knowledge-sharing events. All six municipalities were involved and were able to share their results from the Twinnings projects. The Helsingborg-Lund Twinnings also invited another municipality, Kungsbacka, to attend the two knowledge-sharing events.

Results & Outcomes

- Expected outcomes
- Results at conclusion of period
- Expected outcomes after completion of period (6 / 12 months)

The aim of the Twinnings project was addressing the challenges faced by Swedish municipalities in transitioning from pilot/test of innovative healthcare technologies to successful procurement and implementation, with a focus on what needs to be done *Before* a pilot/test for a smooth transition into procurement and implementation.

The primary objective was to refine the procurement process, ensuring a seamless transition from pilot/test to procurement, and to build organizational capacity in this area.

The expected impact included improved procurement processes, enhanced organizational capacity, and knowledge exchange, and in extension thereby lead to better work environment for staff and better healthcare services for citizens.

As a result, at the conclusion of the project both Lund and Helsingborg municipality have expressed an increase in their knowledge level and further developed and built their respective organisational capacity within this specific area. They have also expressed the value of interorganisational knowledge exchange, both between the project partner municipalities, and with the other five municipalities participating in joint knowledge sharing events.

After completing the project, the municipalities are committed to adapting and implementing the project's findings in their long-term processes. The project will in its extension lead to better work environment for staff and better healthcare for the citizens

when municipalities are able to procure and implement vital technology in a more efficient and a sustainable way.

Implementation

- Implemented activities
- Deviation from work plan

Implemented activities during the project has been:

The project was kicked-off with a digital start-up meeting where we (Lund municipality, Helsingborg municipality and RISE) together planned for the overall work to be done and started to prepare for workshop no 1. Together we divided project questions into sub-areas, distributed the work between us, and decided who to invite to the first workshop. The methodology for executing workshop no 1 was discussed and decided, i.e. a physical meeting hosted by one of the municipalities, round table discussions and group discussions with mixed groups (groups with persons from both municipalities and different professions).

The start-up meeting also resulted in some homework to be done for each municipality before a second meeting took place.

In the second meeting the municipalities prepared and presented some examples of how the process looked like in previous procurement and testing of welfare and assistive technology in their respective organizations. Lund and Helsingborg had also had internal discussions with co-workers identified as important to invite to workshop no 1.

The first physical exploratory workshop took place on November 7th 2024 in Lund with a broad group of key players from each municipality participating e.g. procurement managers, IT strategists, innovation managers, operational care managers etc. We worked with the questions we had prepared according to previous planning:

- What necessary preparations Before starting a pilot/test do we as a municipality have to make for a subsequent successful procurement?

- How can a pilot/test contribute to an easier procurement process after executed pilot/test?

- How can we from the start organize and involve the necessary and correct support within the municipality before piloting/testing?

The aim with workshop no 1 was to identify challenges and change potentials in real cases in the two municipalities. Lund and Helsingborg each presented one or a few examples that we used as a starting point during the workshop. Then we jointly identified challenges and change potentials linked to the case in mixed groups. We also tried to categorize each challenge/potential for change, write them down on post-its and put them under a fitting category (communication, organisation, IT, legal, procurement, user involvement,

changed ways of working etc). We concluded the workshop with formulating a desired new situation and where in the procurement process the change takes place.

After the workshop RISE produced a summary in a Mural board, where the post-it notes and reflections from the participants were connected to the specific area for the Lund - Helsingborg Twinnings´ main question: "How do we prepare Before pilots/tests to achieve successful procurement and implementation?".
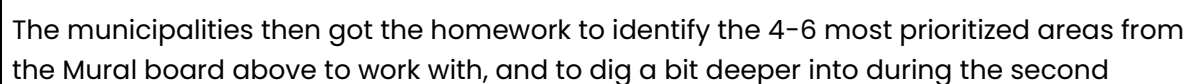
Mural board below:
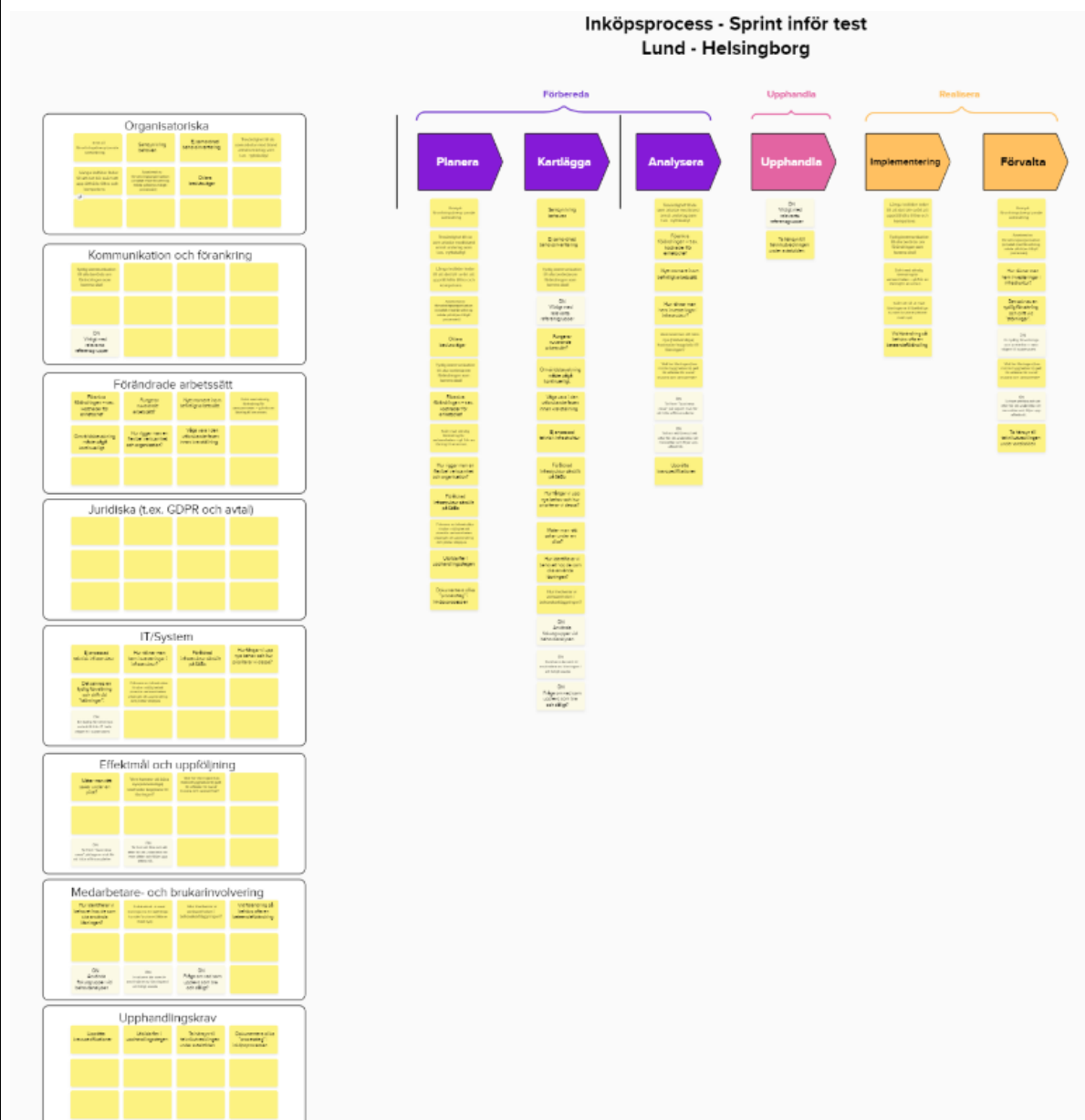
Participants in workshop no 1 in Lund November 7th 2024, *see* image below:

On November 25th 2024 a digital knowledge sharing event was arranged, where all three Twinnings projects (including guests from Kungsbacka municipality) were invited to share knowledge and learnings from the work in the different projects.
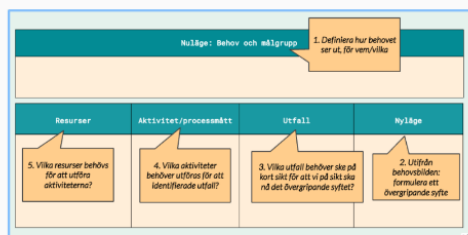
In both December 2024 and January 2025, meetings were held with the municipalities and RISE, to prepare and plan for the second workshop. RISE also did a summary over the three Twinnings projects´ Mural boards, to make it possible to also choose from the challenges and areas identified by the other municipalities in the other Twinnings projects. In the image below, the yellow post-its represents Lund-Helsingborg´s identified areas, the blue post-its represents Höganäs-Lidingö´s identified areas, and the green post-it represents Ystad-Ängelholm´s identified areas. This was of great value for the municipalities to be able to get an even larger overview of the challenges, and to share knowledge with each other.

Mural board, see image:

The municipalities then got the homework to identify the 4-6 most prioritized areas from the Mural board above to work with, and to dig a bit deeper into during the second

workshop. The municipalities also needed to identify the relevant co-workers to invite to workshop no 2.

The second physical exploratory workshop was held on January 28th 2025 in Helsingborg. The aim with workshop no 2 was to work in detail with the 6 identified and prioritized challenge areas. We used the methodology Effektlogik (Theory of change), where the participants were divided into mixed groups, i.e. mixed between the two municipalities and professions. Each group worked with a Mural board according to a structured process, discussing each prioritized area step by step, see example from Mural board below:
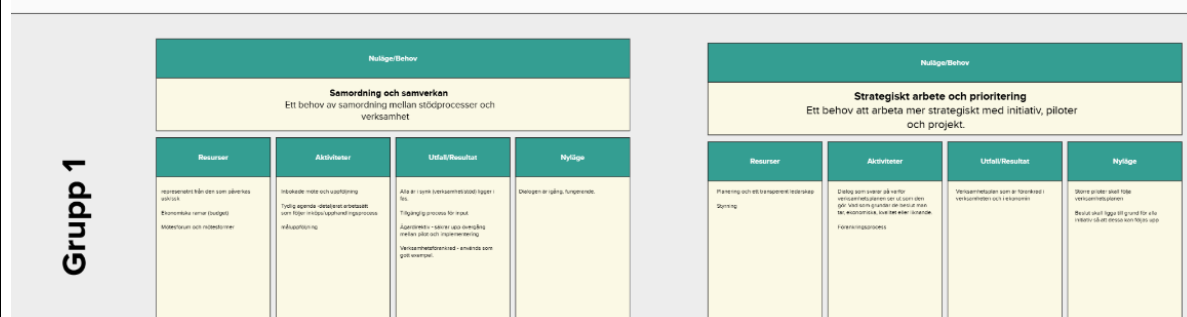
During the workshop the groups formulated the current situation/needs, the desired new situation, outcome/results, concrete activities and resources needed to be able to reach the desired new situation.

Lund and Helsingborg decided to also invite Kungsbacka municipality to the second physical workshop. Participants in workshop no 2 in Helsingborg January 28th 2025, see images below:
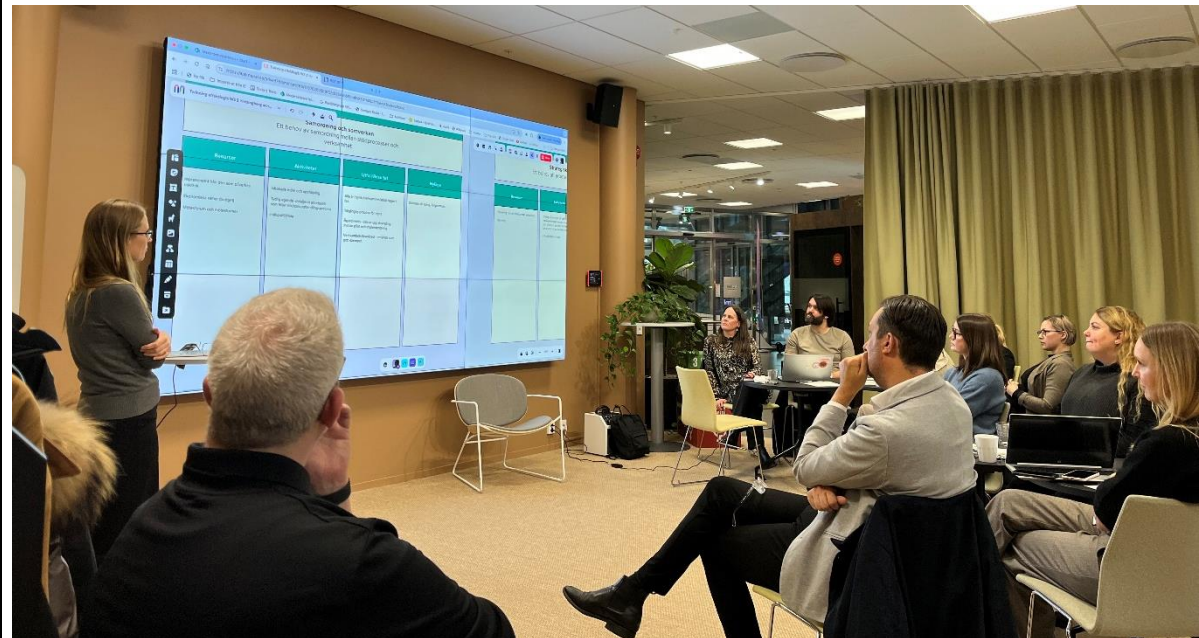
On February 24th 2025 a second digital knowledge sharing event was arranged, where all three Twinnings projects (including guests from Kungsbacka municipality) were invited to share knowledge and learnings from the work in the Twinnings projects.

RISE has summarized the work in a final report, Mural boards, and several one-pager documents representing each prioritized area and how to move forward with these in a concrete way.

We have had no deviations from our work plan, the work has been well prepared and the participants have also been well prepared to plan, participate and work with the project according to the joint work plan.

Consider and describe your knowledge/capacity starting point in Innovation Procurement before engaging with Procure4Health, and compare your progress and how your organisation has matured (as a result of the participation in Procure4Health twinnings).

The participants´ reflections after the project are that the workshops and discussions were very valuable and have increased the overall knowledge for the municipalities when it comes to the project´s main question "How do we prepare *Before* pilots and tests to achieve successful procurement and implementation".

The municipalities have reached a deeper understanding for their prioritized challenge/needs areas and how to work concrete with them according to the Effektlogik methodology, to be able to move towards successful procurement and implementation. They have increased their knowledge and experience in methods that they will be able to use when they continue working with this in their respective municipality.

There is an increased knowledge in the importance of bringing both internal co-workers together, but also to have discussions with other municipalities, sharing each other's perspectives, sharing both successful and less successful experiences, sharing challenges and knowledge across the municipalities. Both Lund and Helsingborg municipalities have expressed that they have learned a lot from each other, and from the other Twinnings municipalities during the project, and that they would like to continue the collaboration and joint organizational capacity building.

Have you performed any (relevant) activities outside of the expected work plan, in the proposed partnership or outside of it?

Since RISE as a sub-contractor is involved in two other Twinnings projects with totally four more municipalities (Ystad−Ängelholm and Höganäs−Lidingö), they suggested to arrange a digital meeting where all six Twinnings municipalities could meet and share challenges, learnings and thoughts from their respective workshops. These meetings took place on November 25th 2024, and February 24th 2025 and was appreciated learning experiences events, where all municipalities shared knowledge. Lund-Helsingborg also invited a guest municipality, Kungsbacka, to participate at the knowledge sharing events.

The first knowledge sharing event also turned out to be a valuable input to the preparations for workshop no 2, since the three Twinnings projects in workshop no 1 discussed aspects of the procurement and test process that also had a great value for the continued work in the other Twinnings projects.

Lessons learned

- What has been working well / according to plan
- What areas or practices needs further attention

The proposed timeline and work plan has worked well, and according to plan. The municipalities have anchored the work well within it´s respective organization, making sure that the relevant co-workers will participate in the work process when needed.

It was of great value to coordinate the two knowledge sharing events, since this gave a good opportunity for all seven municipalities to get to know each other, share challenges, possibilities and results from the Twinnings work. Several participants expressed that the Twinnings project overall gave them a feeling of not being alone as a municipality working with these challenges.

Another lesson learned was also that this area is a complex area that needs determination, dedication and perseverance in the work in respective municipality. It is in other words not a quick fix.

How do you expect to have secured sustainability of your results, by conclusion of the Twinnings partnership?

The participating municipalities have a long-term perspective and an explicit ambition to adapt and implement the project findings in their processes. The learnings from this project will immediately be taken-up by the involved municipalities Lund and Helsingborg, since the employees involved in the project are the ones working operational with pilots, procurement, and implementation.

They will make sure to share the results of the project within each organization. They will also make use of the methods we worked with during the project. The results of the project and the methods will also be used to develop their own processes for pilots and implementation of technology. The prioritized challenge areas will be something that each municipality continues working with.

The municipalities would also like to continue the cooperation and exchange of experiences and knowledge with the municipalities that have been involved in all three Twinnings projects. This is considered much easier now when the relations between specific roles are established, which makes it easier to contact each other.

There has been an overall positive experience when meeting across municipalities, which is an expression of a need for these kinds of forums. Forums with an open atmosphere where you can share challenges and problems but also discover ways to change and

P4H

improve processes to the better together. Both Lund and Helsingborg have expressed that this was well needed and that they will continue working more closely together also in the future after the project has ended. There is a need for sustainable relations, conversations and sharing knowledge. There is also a need for sustainability regarding the content of the discussions, e.g. joint ways of working and joint methods for a smooth procurement process from pilot/test to implementation.

Feedback & Commentary
- Open space to share thoughts, concerns or reflections on the twinning process and your participation in it

Procure
4Health