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Positioning New Technologies: Moving From Procurement to Partnership

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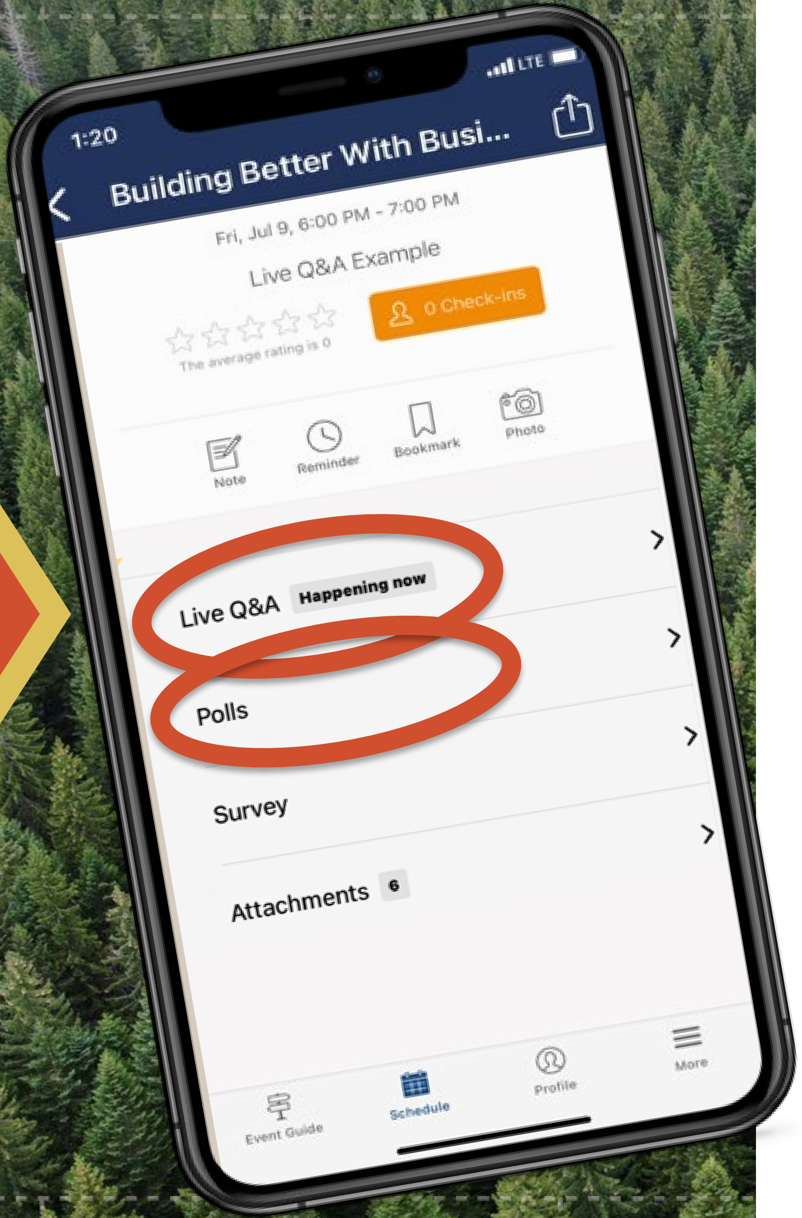
CE Deadline: 08/31/26



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Positioning New Technologies: Moving From Procurement to Partnership

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Learning Objectives

At the end of this session, participants should be able to:

- Recall the revenue, reimbursement and outcomes impact when moving from cost-center assessment to value-based sourcing to best position new technology.
- Describe the four phases of a partnership framework essential to a new technology vetting process: Need Identification, Technology Research, Strategic Positioning and Strategic Sourcing.
- Identify new skill sets for success regarding financial modeling, clinical interpretation and intentional positioning to become strategic facilitators of innovation vs. cost gatekeepers.

Panel Discussion

The Challenge	**The "Contracting Trap"**	You can't contract your way out of new technologies, therapies & devices.
	The Status Quo & Why It Fails	
The Solution	**Need Identification**	A structured, process-oriented solution can elevate the physician from *customer* to *strategic partner.*
	Technology Research	
	Strategic Assessment	
	Strategic Sourcing	
The Path	**Mindset Shift**	The goal is not just to save money but invest strategically to improve outcomes & drive revenue/reimbursement.
	Key Skill sets	

Game-changing Technology

Innovative Advancements

- Cardiovascular
- Orthopedics
- Imaging

HIGH COST

$50–$100M HIT

Expanding Indications

- Cardiac Rhythm Management
- Cardiac Valves
- Pulsed Field Ablation

INCREASING VOLUME

2–4x EXPANSION

Growing Patient Populations

- Aging Population
- Higher Acuity
- Standard of Care Shift

HIGHER UTILIZATION

20–80% INCREASE

Source: Internal HealthTrust data and insights. 2026.

The Trap: Attempt to “Contract-away” the Cost

- Creates friction
- Delays adoption
- Results in higher, non-strategic spend

Sources:
Berg S, Smith C, Weinstein W. Optimizing healthcare supply costs—from the physician's perspective. *McKinsey & Company*. Published June 12, 2025.
Contract Mechanisms for Value-Based Technology Adoption in Healthcare Systems. *MDPI*. Published August 2023.

Assessment Question #1

Which of the following demonstrates the impact of moving from cost-centered assessment to value-based sourcing of new technologies?

A. Net price/Rebates
B. Market Dynamics/Shifts in Standards of Care
C. Reimbursement Implications
D. All of the above

Response: Assessment Question #1

Which of the following demonstrates the impact of moving from cost-centered assessment to value-based sourcing of new technologies?

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PANEL DISCUSSION

Key Takeaways: Creating a Collaborative Culture

New Technology Assessment Framework

From "Customer" to "Strategic Partner"

PHASE	SUPPLY CHAIN FOCUS	CLINCIAL FOCUS	KEY OUTCOME
Need Identification	Identify **high-cost, high-volume** clinical domains	Define **unmet clinical needs** & desired patient outcomes	Prioritized **list of strategic needs** (e.g., "reduce post-op infection rate by X%")
Technology Research	Identify **market maturity**, **competitive landscape**, total cost of ownership (TCO)	Evaluate **clinical evidence,** peer-reviewed data, **workflow impact**	**Shortlist of clinically validated** technologies
Strategic Assessment	Develop **detailed financial models** (TCO vs. value-based care/reimbursement)	Test technology in a **controlled clinical environment** (pilot) to confirm value	**Go/No-go decision** based on tech ability to drive both **clinical & financial value**
Strategic Sourcing	Negotiate terms on **value realization** (e.g., performance metrics) vs. just volume.	Serve as **champions** & guide effective training/ implementation.	Value-based contract & clear **clinical adoption roadmap.**

Assessment Question #2

Within which of the following four phases of the partnership framework should you engage physicians within a new technology vetting process?

A. Need Identification of a New Technology
B. Technology Research
C. Strategic Assessment of Total Cost of Ownership and Clinical/Financial Modeling
D. All of the Above

Response: Assessment Question #2

Within which of the following four phases of the partnership framework should you engage physicians within a new technology vetting process?

A. Need Identification of a New Technology
B. Technology Research
C. Strategic Assessment of Total Cost of Ownership and Clinical/Financial Modeling
D. All of the above

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Key Takeaways: Mindset Shift

- Move from **Cost-centered** to **Value-realization** Management
- Expand knowledge beyond traditional role – all are accountable to **Clinical Partnership** (outcomes & impact) & **Financial Modeling** (understanding TCO & ROI)
- Be proactive in involving physicians **EARLY** to gain control of innovation pipeline

✓ ENGAGE EARLY

✓ PLAN SPEND

✓ STANDARDIZE WHERE POSSIBLE

✓ NEGOTIATE FROM POSITION OF STRATEGIC KNOWLEDGE VS. DEFENSIVE REACTION

Sources: Bradley RV, Bichescu BC, Cha J, et al. Hospitals should invest in technologies based on quality, not ROI. *Supply Chain Management Review (SCMR)*. Published September 8, 2025.

Changing Roles and Skill Sets for Chief Medical Officers. *American Association for Physician Leadership (AAPL)*. Published June 19, 2018.

Perry J, Mobley F, & Brubaker M. Most Doctors Have Little or No Management Training, and That's a Problem. *Harvard Business Review*. Published December 15, 2017.

Assessment Question #3

Which of the following best reflects common skill sets of a strategic facilitator of innovation in terms of clinical interpretation and financial modeling?

A. Clinical Partnership Mindset (Patient Outcomes & Provider Impact)
B. Operational Optimization Mindset (Workflow Efficiencies & Downstream Disruption)
C. Financial Modeling (Understanding of Total Costs, Return on Investment, & Reimbursement)
D. All of the above

Assessment Question #3

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C. Financial Modeling (Understanding of Total Costs, Return on Investment, & Reimbursement)
D. All of the above

WE ARE YOUR STRATEGIC PARTNER

CLINICAL RESOURCES, ENGAGEMENT GROUPS, EXPERT SOLUTIONS & TECHNOLOGY PLATFORMS

Navigating Innovation Together

Clinical Review | **Financial Impact** | **Implementation**

Inspired by: Selecting new technology starts with a clear process to evaluate and select solutions. *MGMA Stat*. Published December 11, 2024.

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Thank You!
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