

# Evolutie in verdienmodellen doorheen de publieke non profit en profit

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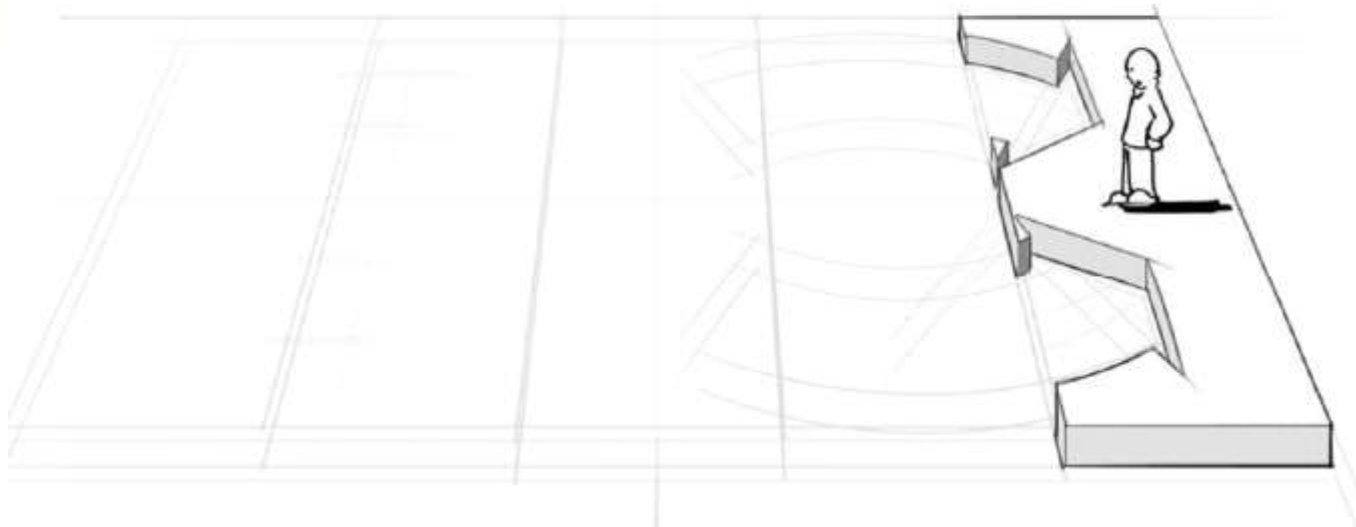
## The Burning Platform:

- Danish Government: The Regions must increase effectiveness by 2 % annually
- New "Super" Hospitals": 20 % less Beds – e.g. new telemedicine strategy
- Demographic Challenges: More elderly people, increasing number of people with chronic diseases – but decreasing workforce
- Need for more innovation within public healthcare sector

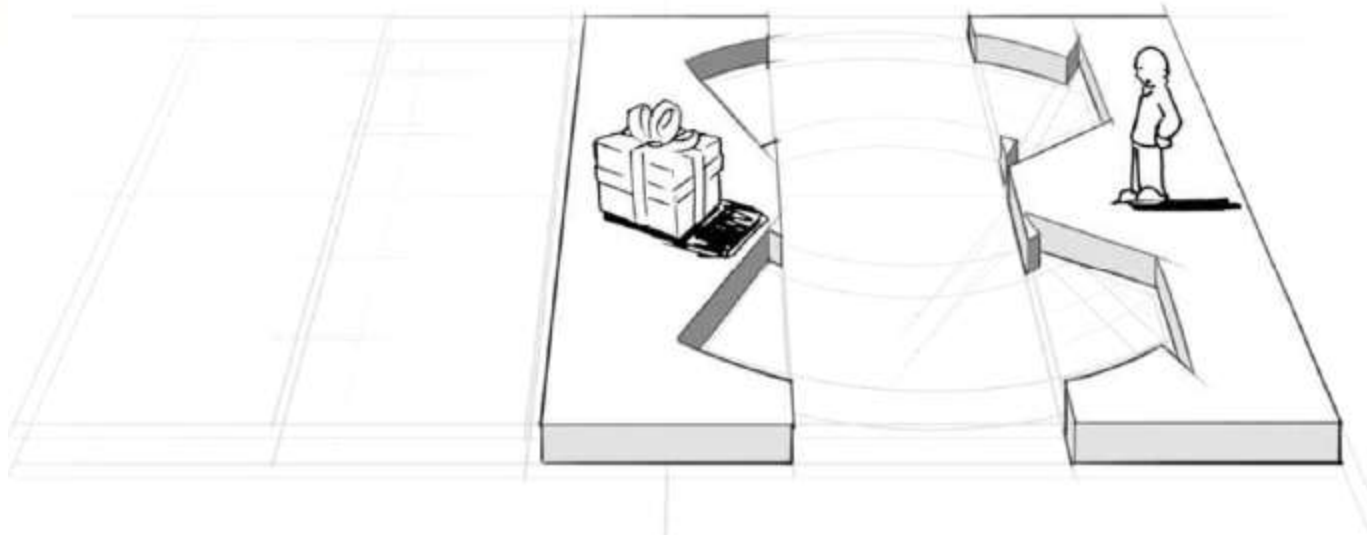
## Possibilities:

- High Demand for Innovation by introducing new and more effective process supported by new technology and product solutions
- Denmark as the perfect test-site and launch pad for global market
- New "Super" Hospitals under design and construction: 5,5 bn. € (New OUH: 0,84 bn. €)

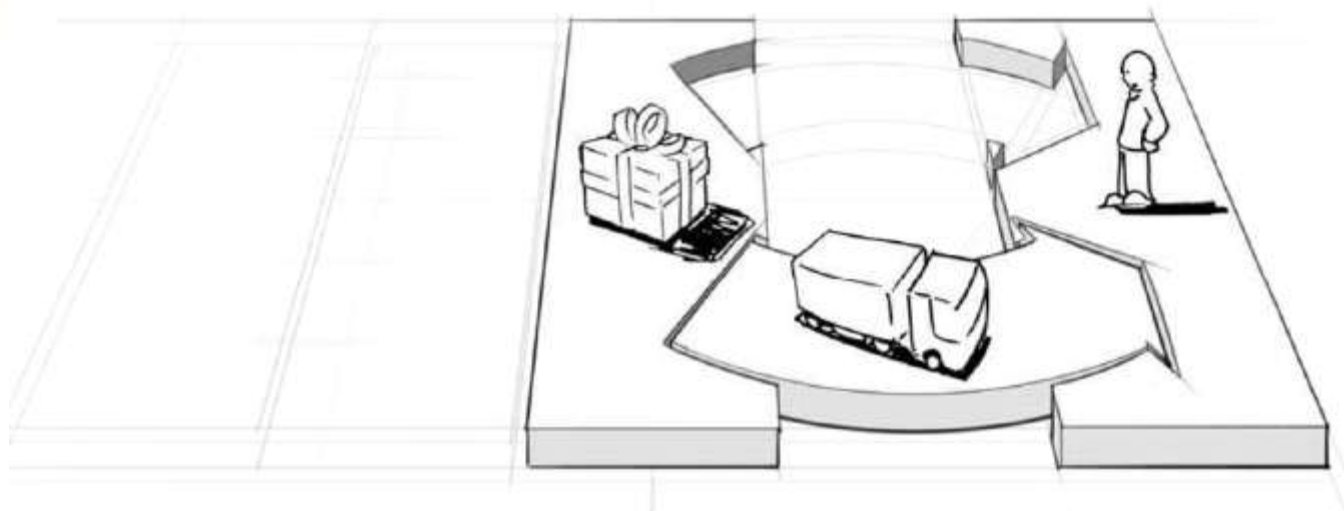
# CUSTOMER SEGMENTS



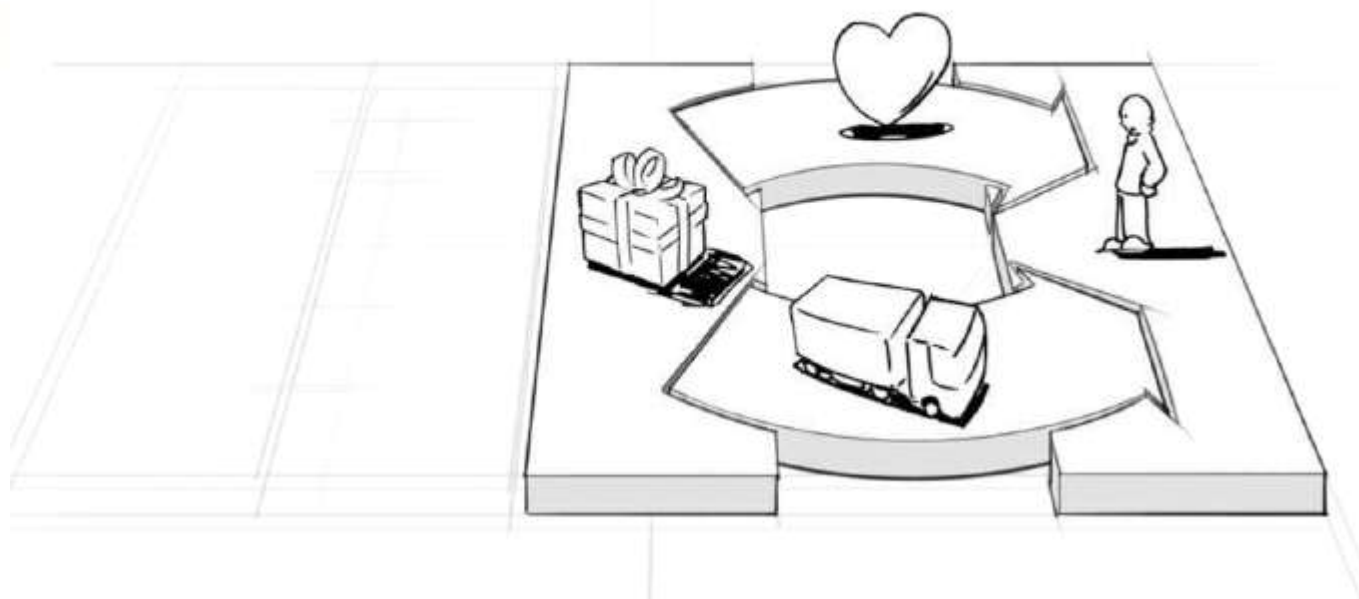
# VALUE PROPOSITIONS



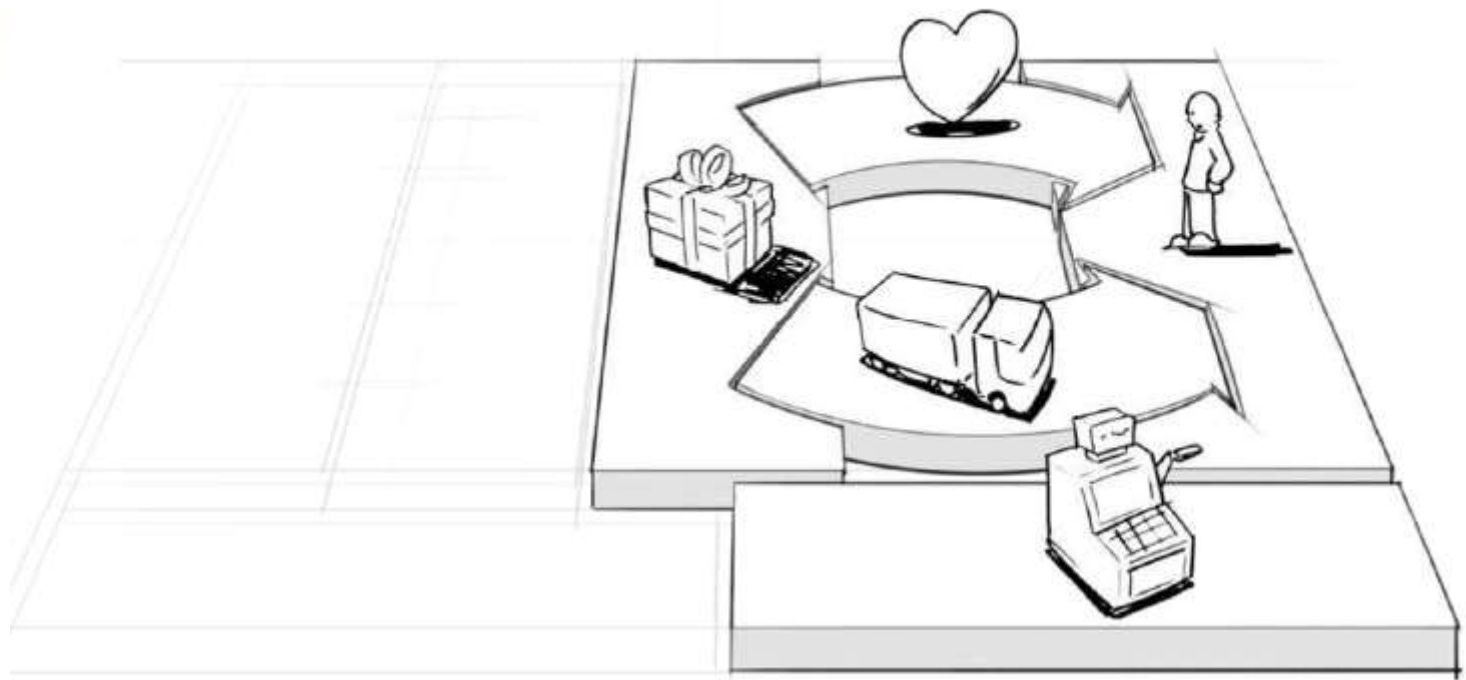
# CHANNELS



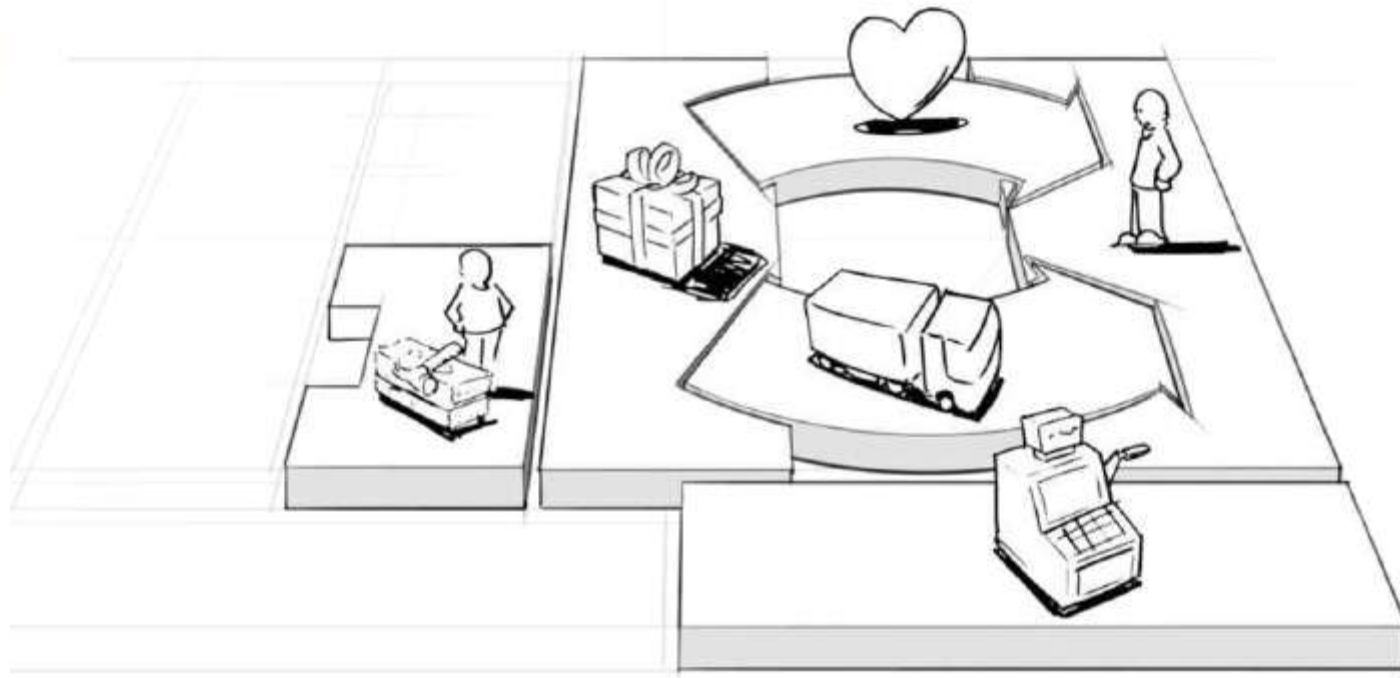
# CUSTOMER RELATIONSHIOPS



# REVENUE STREAMS

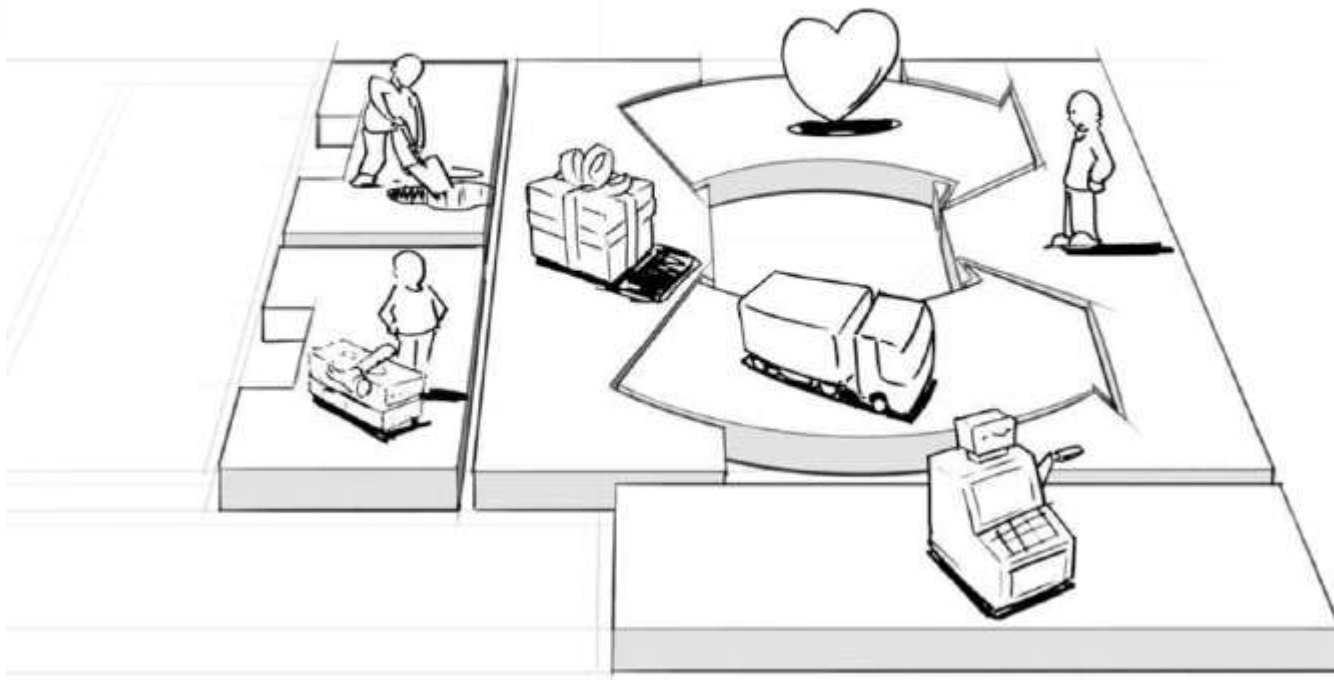


# KEY RESOURCES

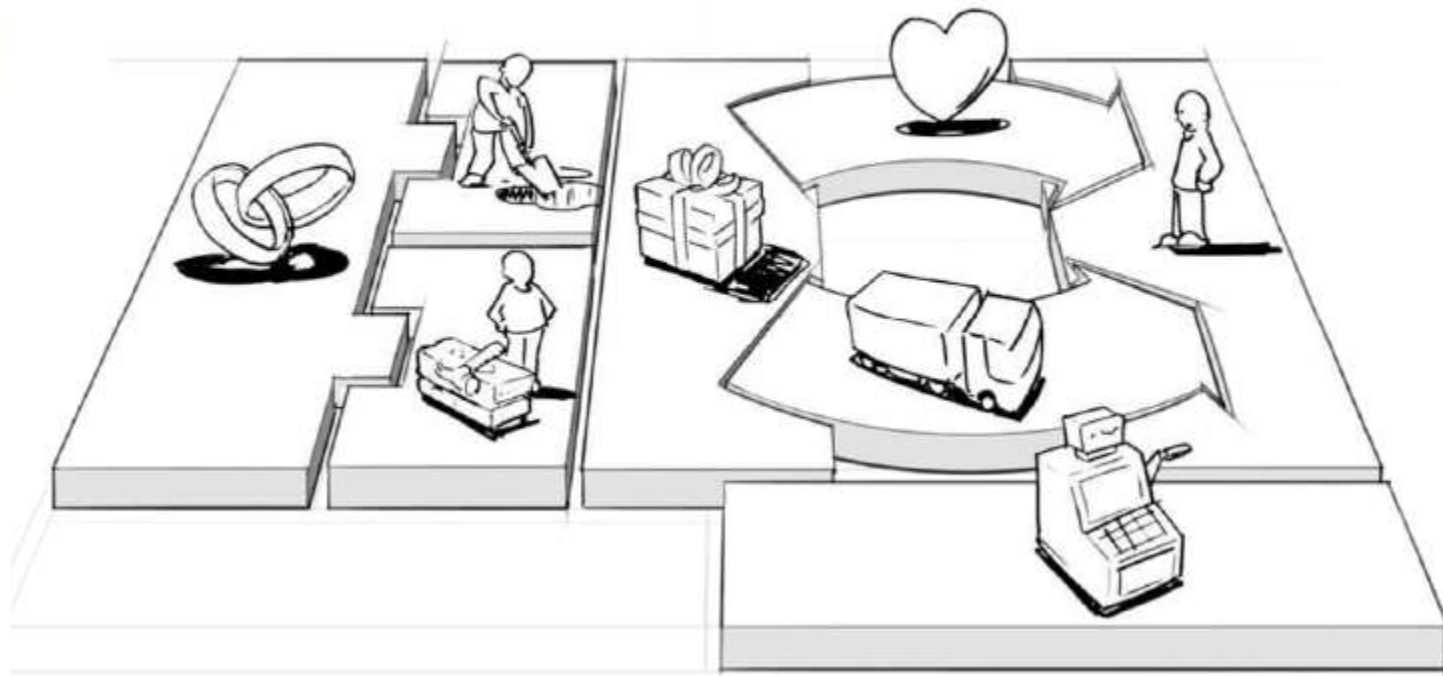




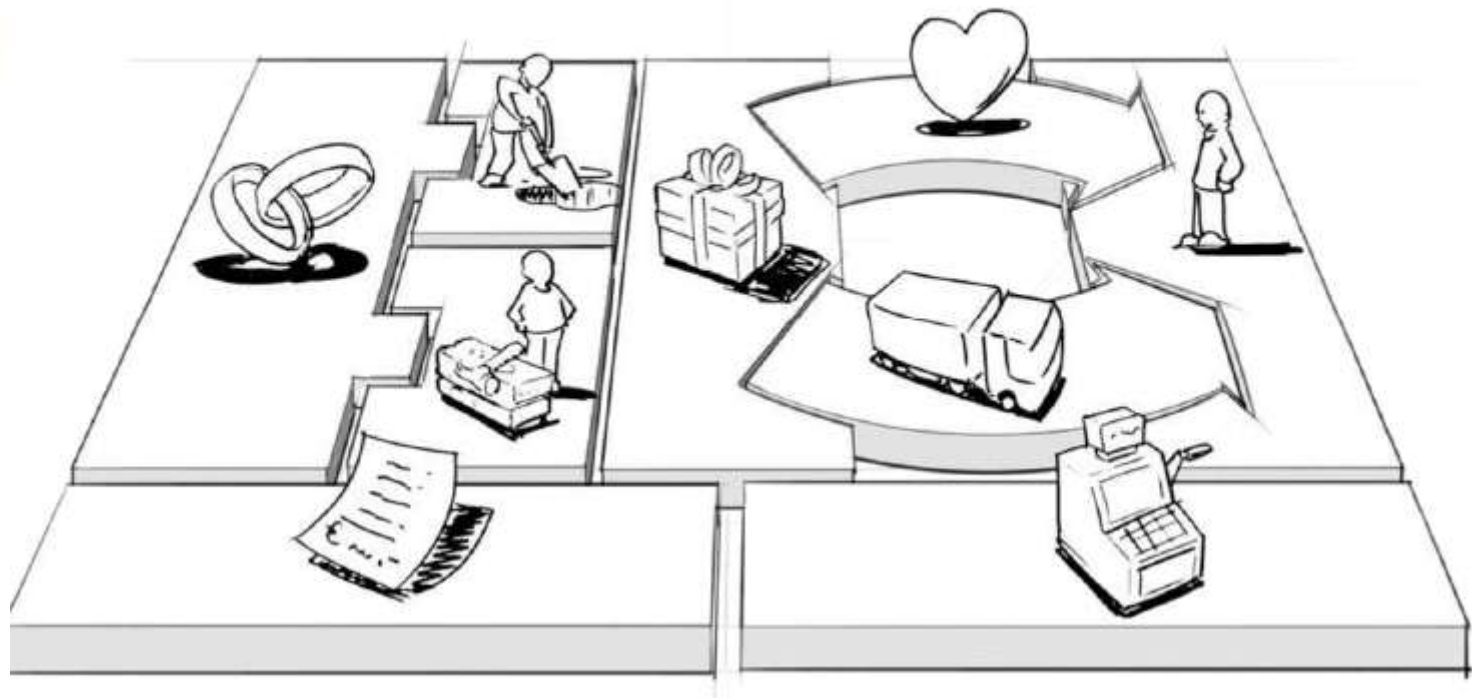
# KEY ACTIVITIES



## KEY PARTNERS



# COST STRUCTURE



☐ Verdienmodellen

☐ Investeringsen

☐ Systematiek

# Innovatie van de dagelijkse zorg

=

- Structuurnormen en administratie
- Alles zelf doen in silo's
- Volumedrive
- Diploma's/zorgberoepen
- IT en data als bedreiging
- Passief paternalisme
- Acuut paradigma
- Ambitieuus - lokaal



- Verantwoording op resultaten, innovatief en creatief
- Focus & teamwerk
- Kwaliteitsdrive & kostenefficiënt
- Jobinhoud en carrière
- IT en (big) data als verrijking
- Actieve participatie
- Levensloop paradigma
- Ambitieuus - internationaal



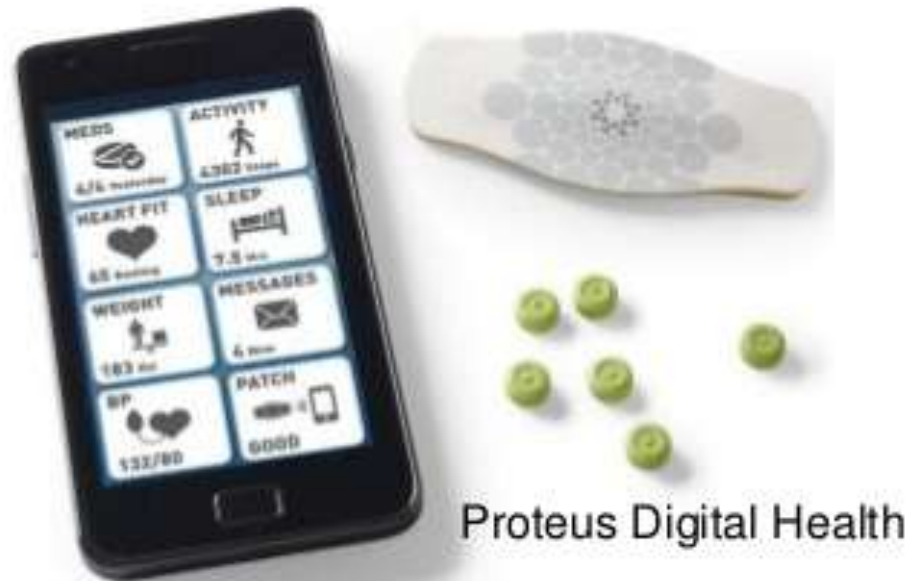
De praktiserende lægers og  
regionernes fælles enhed for kvalitetsudvikling



## Zorg op afstand (Koen Kas)



Ingestible sensor, stomach acid-powered



Proteus Digital Health



# OMICS (Koen Kas)



Precies, predictief, gepersonaliseerd, preventief

## Discovery Zuid-Afrika

VOTED SA'S  
**MOST LOVED**  
MEDICAL AID  
JOIN TODAY!

Source: 2014/2015 TGI Icon Brand Survey



conditions, symptoms, treatments...



# Live better, together!™

Making healthcare better for everyone through sharing, support, and research

**Join now**

(it's free!)



## Learn from others

Compare treatments, symptoms and experiences with people like you and take control of your health



## Connect with people like you

Share your experience, give and get support to improve your life and the lives of others



## Track your health

Chart your health over time and contribute to research that can advance medicine for all



# The Paddi Story: A Brief Introduction

Dr Paddi Lund is the self-confessed "Crazy Dentist" from Queensland, Australia.

**"Crazy" because he's doing so many outrageous things in his practice and because his success defies all conventional business paradigms.**

He's built a 'By Invitation Only' business that thrives despite the fact that he locked his front door, took down all his signs and removed his name from the phone book!

It's hard to believe he's still in business, let alone hugely successful. And successful he is.

- Paddi works only 22 hours a week yet makes 3 times more than the majority of his colleagues.
- His team never leave, and his customers are clamouring to buy his services.
- But more than that, Paddi loves coming to work and has a rich, fulfilling life as a result.

All this from focussing on just one aspect of business: not marketing nor advertising, his products, services nor even profits ... but **HAPPINESS!!!** Business Happiness, to be precise!



# Verdienmodellen – bestendige inkomsten

## ☐ Publiek

- ☐ Terugbetaling federaal of Vlaams
- ☐ Via zorgactoren (zhn, WZC, artsen, thuiszorg...)

## ☐ Privaat

- ☐ Via verzekeraars of (aanvullend) ziekenfondsen
- ☐ Via industrie (farmasector e.a.)
- ☐ Via eigen bijdrage cliënt/patiënt

## ☐ Versnipperd i.p.v. getrouwd met elkaar

- ☐ Prikkel tot win-win volgens meerwaarde?

# 3 zorgmodellen

## PROBLEEM- OPLOSSER



- Consulting firms
- High-end law firms
- R&D organizations

## EVIDENCE BASED GIDS



- Manufacturing
- Food services
- Retailing

## NETWERKER



- Telecommunications
- Insurance
- EBay

**Betaling per  
acte**

**Betaling per  
kwaliteit**

**Betaling per  
lidmaatschap**

# Waar staan we vandaag?

	Provider as recipient
Implicit	<ul style="list-style-type: none"><li>• Salary</li><li>• Fee For Service (FFS)</li><li>• Diagnosis related fee (case rate, DRG, payment by results, comprehensive pay)</li><li>• Capitation</li></ul>
Intermediate	<ul style="list-style-type: none"><li>• Quality investment fund</li><li>• Project engagement incentive</li><li>• Measuring and reporting incentive</li></ul>
Explicit	<ul style="list-style-type: none"><li>• Target payment</li><li>• Pay for performance</li><li>• Performance related regular payment rate</li><li>• Never event non reimbursement</li><li>• Warranty</li><li>• Shared savings</li><li>• Episode based payment (Prometheus, evidence based case rate)</li><li>• Fee for benefit (evidence based reimbursement)</li></ul>

Alle landen

België

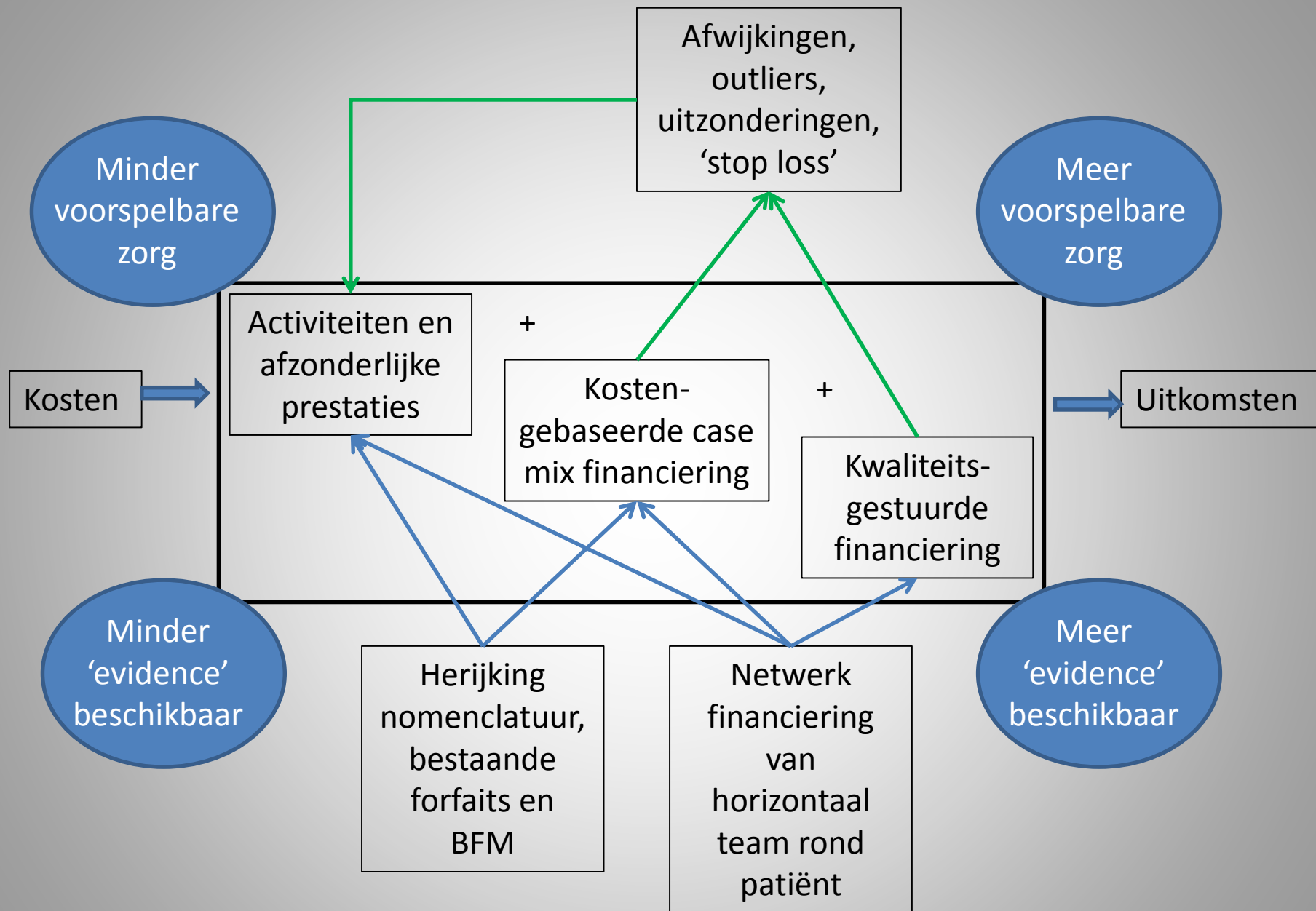
UK, Australië, Duitsland, Frankrijk, etc.

USA

## Shared savings, bundled/global en P4Q: wel getrouwd met elkaar

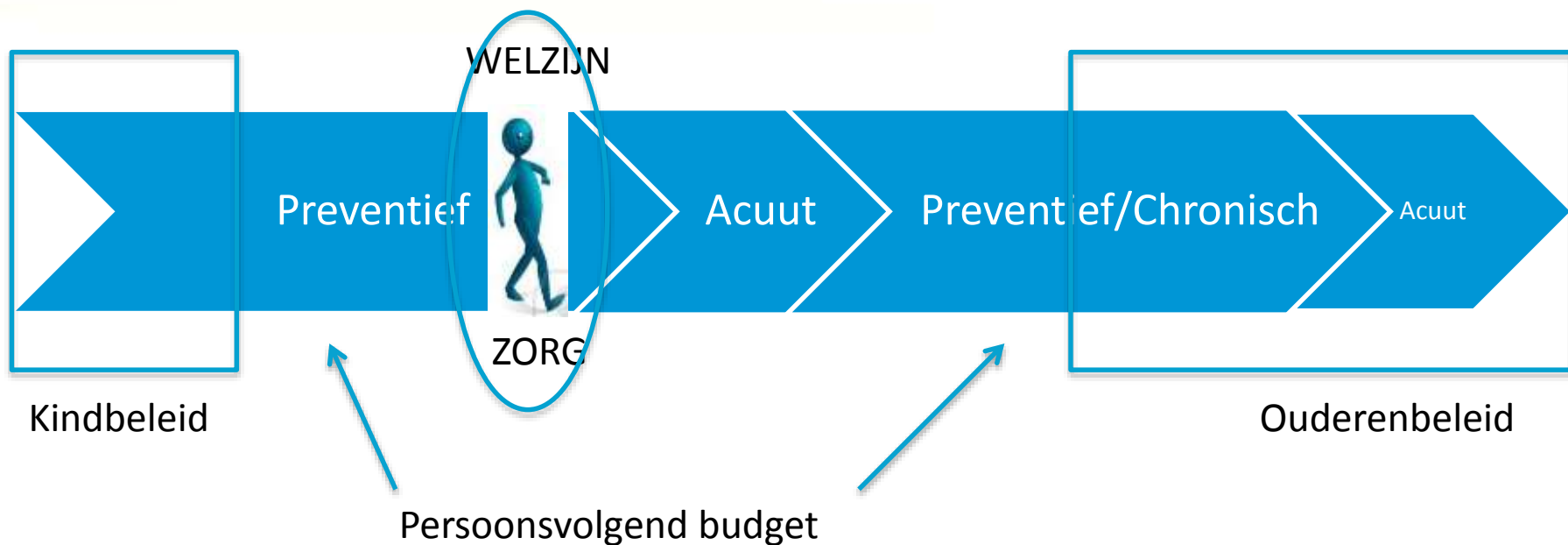
Gesundes Kinzigtal Integrated Care in southwest Germany is a population-based integrated care system, covering all health care sectors for a given population—currently, roughly 30,000 people or half of the region's population. Gesundes Kinzigtal GmbH works with two sickness funds to coordinate care for their enrollees. If the region succeeds in reducing costs for its population, the savings are shared between the care providers and the sickness funds; if costs increase, the care provider is co-liable for the loss. Since 2007, the program has achieved positive savings.





# Financiële prikkels

✓ Zorg op afstand vergoeden volgens meerwaarde



## Vooruitblik 9 december...

- ❑ Cappuccinomodel (Guus Schrijvers)
  - ❑ Abonnementstarief op basis van omvang en kenmerken patiëntenpopulatie
  - ❑ Laag activiteitentarief (volume) – 10%
  - ❑ Innovatietarief – 5 tot 10%
  
- ❑ Vlaanderen en België?

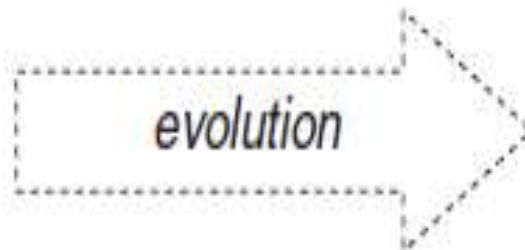
# Investeringen

Figure 2.1. Evolution of the social investment market

## Ethical investment

### ***Screening***

(not to invest in enterprises failing to comply with environmental criteria)



## Conscious investment

### ***Affirmative financing***

(to describe consumers being aware of, and intentional in, how their money is used. More proactive and with the goal of promoting the general interest.)

*...potential source of investment in social enterprises*

# Investeringen

- ❑ Sale & lease-back, zorgobligaties...omgekeerde hypotheek
- ❑ Crowd funding
- ❑ Coöperatieven
- ❑ Social impact bonds, Venture philanthropy, Social investment, Community based investment, Program related investment, Institutional investment, Economically targeted investment, Solidarity finance, Mission investing
- ❑ Community interest companies (statuut)
- ❑ Community development financial institutions (tussenschakel)
- ❑ Social capital markets, Dow Jones Sustainability Indexes (DJSI), FTSE4Good Index Series

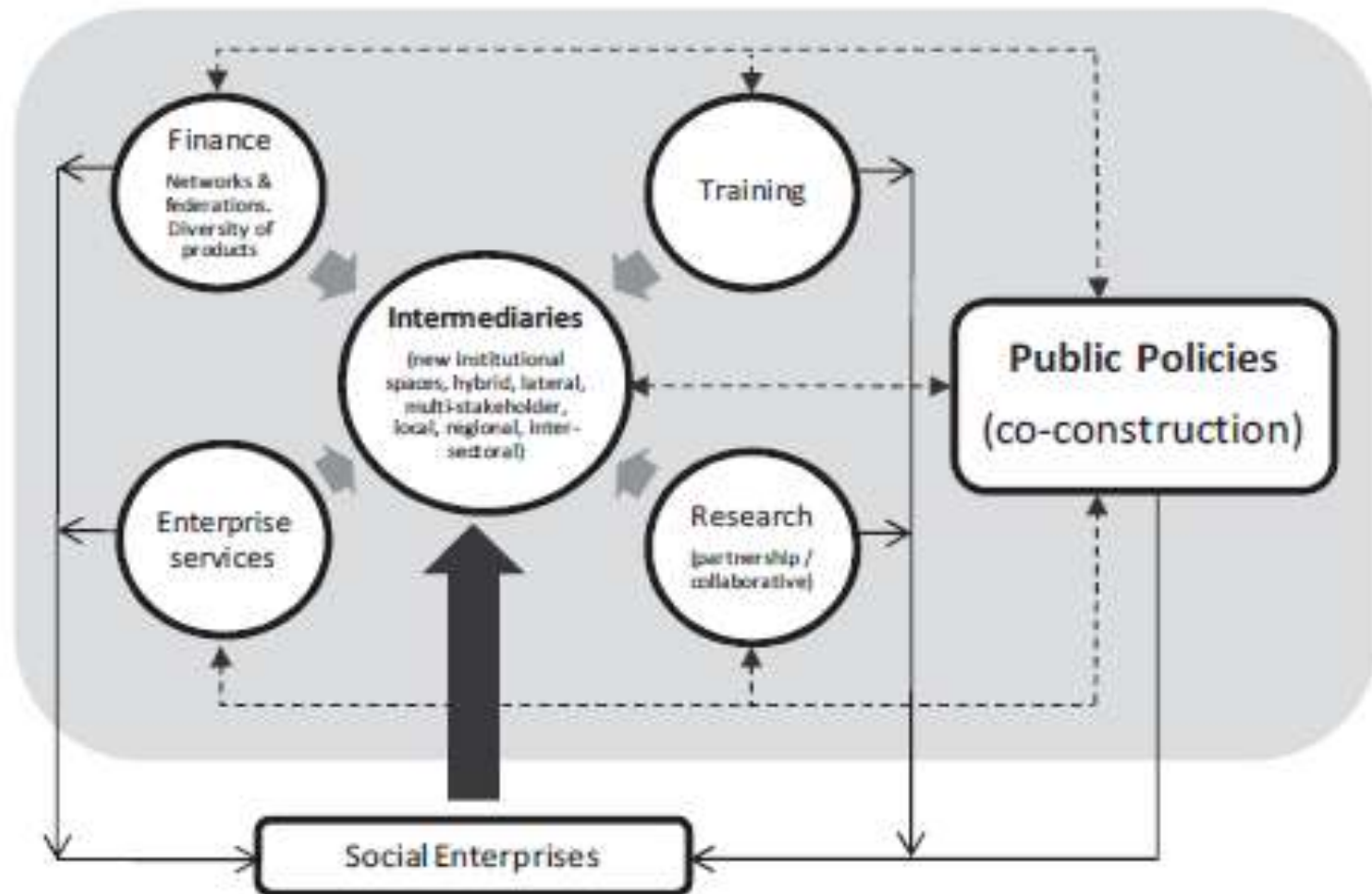
Table 2.3.Synthetic overview of evolving sources of finance

Source	Examples
Solidarity finance	<ul style="list-style-type: none"> <li>• Solidarity finance network (Quebec).</li> <li>• Finansol (France, 30 000 solidarity subscribers in 2001; 200 000 in 2005), INAISE, FEBEA, Réseau financement alternatif (Belgium, 1987), Fineurosol (2005).</li> </ul>
Venture philanthropy	<ul style="list-style-type: none"> <li>• Program-related investment and social venture philanthropists (SVP) acting as investors in social enterprises (<i>Venture Experiment Program</i> by the Rockefeller Foundation, the <i>Acumen Fund</i>, etc.).</li> </ul>
Institutional investors	<ul style="list-style-type: none"> <li>• Pension and insurance funds (shareholder activism) .</li> <li>• Donor-advised funds (DAFs): Pioneered by <i>Fidelity's Nonprofit Charitable Gift Fund</i> (donor activism).</li> <li>• <i>Calvert Community Investment Notes</i> (1995, partnership between the Calvert Group and the Ford, MacArthur and Mott foundations).</li> </ul>
Individual investors	<ul style="list-style-type: none"> <li>• Angel investors.</li> <li>• HNWIs.</li> <li>• 'Diaspora' financing.</li> <li>• Individual savers and investors.</li> </ul>
Equity and quasi-equity instruments	<ul style="list-style-type: none"> <li>• Patient capital, like <i>Fiducie</i> in Canada.</li> <li>• Blue Orchard's <i>Private Equity in Microfinance</i> and <i>NEsST</i>.</li> </ul>
Social capital market	<ul style="list-style-type: none"> <li>• The <i>Bolsa de Valores Sociais</i> (BVS) in Brazil</li> <li>• The <i>Social Stock Exchange Ltd.</i> in the United Kingdom</li> <li>• The <i>Ethical Exchange</i> (ETHEX) initiative backed by Triodos Bank ETHEX.</li> </ul>



# Systematiek: investeringen, PPS, zorg-ICT, verdienmodellen...

**Figure 2.2. The co-construction of social finance: a systemic approach**



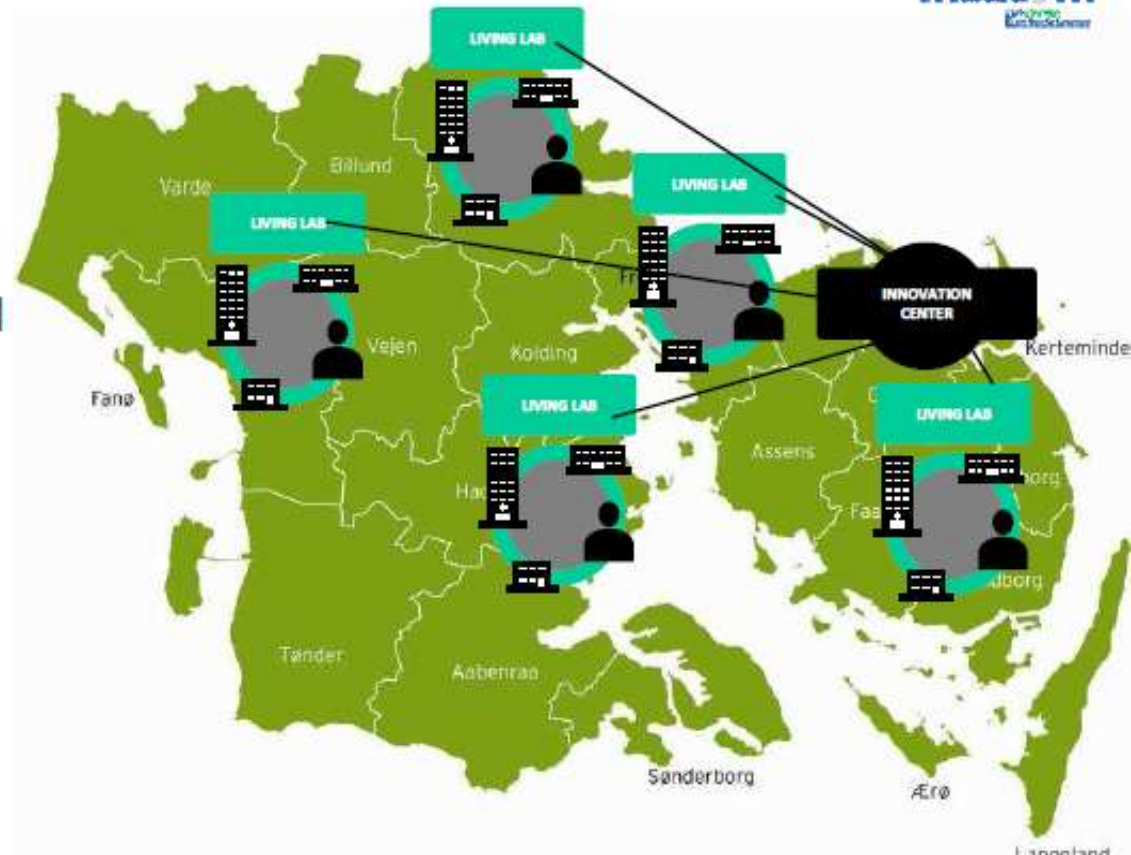
# INNOVATION CENTRE FOR INTEGRATED CARE

We are designing a new setup for **development, tests and implementation** of integrated care technologies and services

## Method:

Standardized and evidence-based tests based on systematic user involvement and commercial understanding.

Intersectoral **Living Labs** established at each hospital unit and the psychiatric area





NURSES



GRAFICAL DESIGNER



COMMUNICATION



ARCHITECTS



POLITICAL SCIENCES

ENGINEERS

CRAFTSMAN

DESIGNERS

LINGUEST

ANTHROPOLOGISTS

CAND.NEGOT

ECONOMY

IT

DENTIST

# NEW HOSPITALS > NEW OPPORTUNITIES

## 1900 m2 Health Innovation lab and campus

We facilitate, develop and implement user centered health innovation and public-private innovation across sectors, regions and countries.

**The region offers companies access to its hospitals, institutions and staff** creating a unique environment for pre-commercial testing and product development.

**1 new hospital and 8 hospital units** are being built and modernized the next 10 years (total amount of 1.2 bn. EUR).





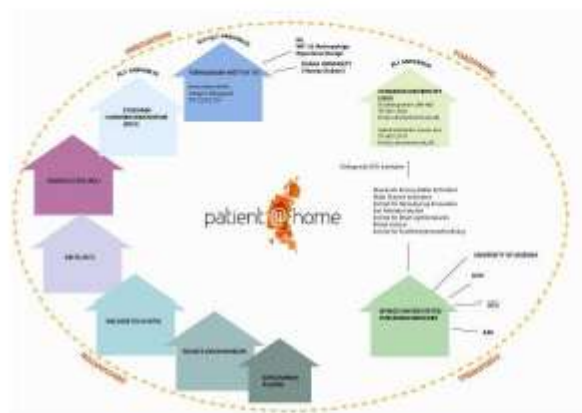
# New Bed for Psychiatric use

100 healthcare staff, 30 patients and relatives and 15 companies engaged in:

- Definition of user needs, safety requirements, comfort of use etc
- Development of prototype
- Public procurement => Development of bed => Sale at the Region of Southern Denmark and the Capital Region (300 beds in 2015 and more to come...)



# PATIENT@HOME



- Patient @ home is a national EUR 25 million project that is to deliver 40 new solutions for chronic condition management in the home of the patients.

- Companies will cooperate with the public partners to transform knowledge into solutions. They are seeking knowledge of the future needs of users and the access to test products in operation facilities both in hospitals and municipalities.



WelfareTech  
Business Innovation



SYDDANSK UNIVERSITET



OUH  
Svendborg Sygehus

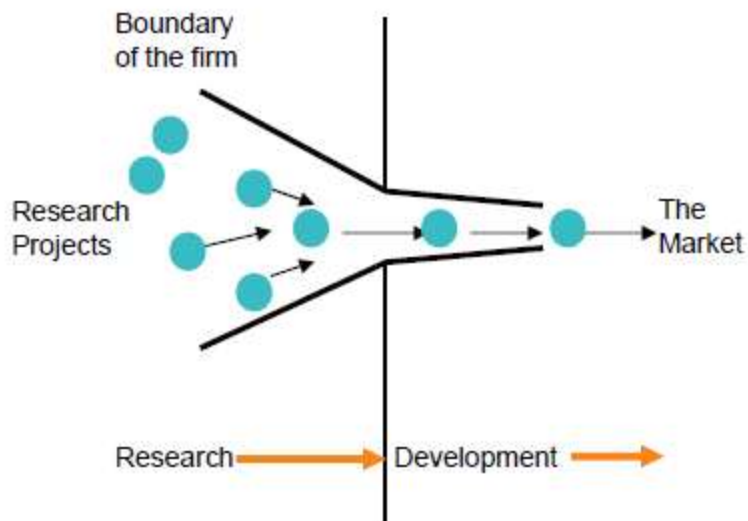


SYDDANSK  
SUNDHEDSINNOVATION

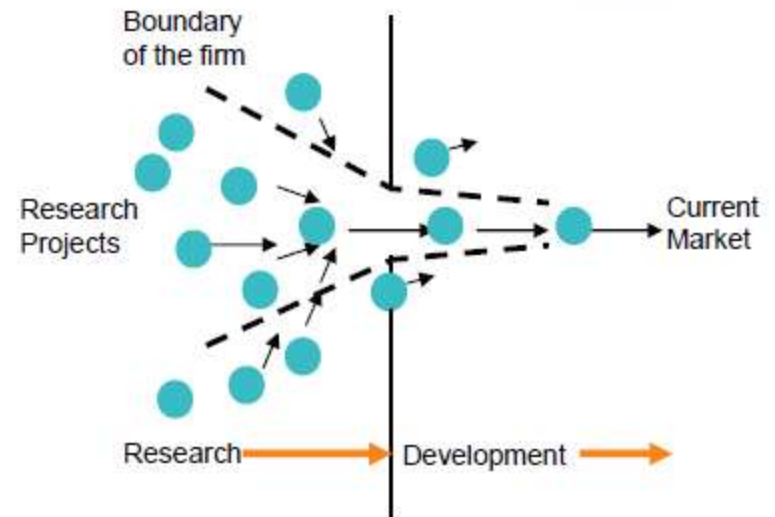
MINDSET

# OPEN INNOVATION

CLOSED  
INNOVATION



OPEN  
INNOVATION



# Dare to think differently

## **An open challenge**

- The challenge description was phrased as an open challenge to stimulate more radical approaches and “out of box” thinking

## **No detailed specifications**

- There was no detailed specification of a product or service being sought

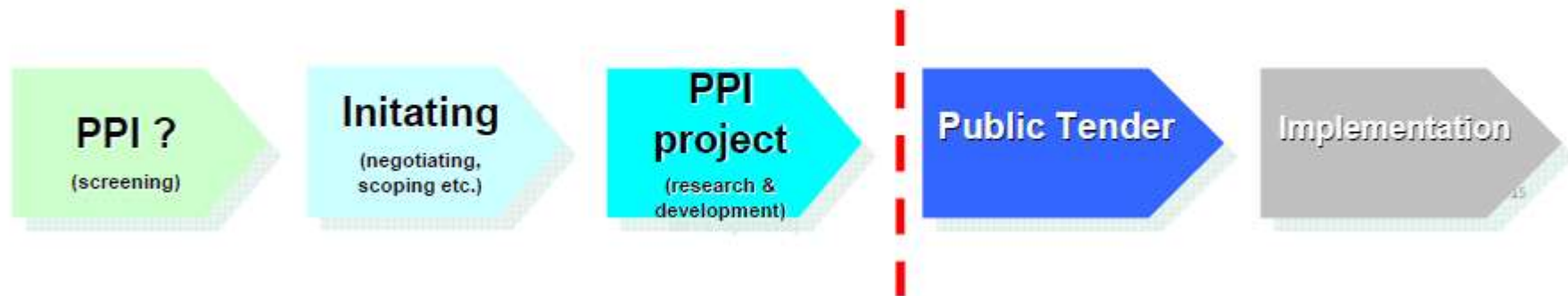
## **The desired outcome**

- Only a description of the challenge needing to be addressed and the desired outcome.

→ **Pre-Commercial Procurement**

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## Public Private Innovation – stage model for public sector





## Phase 1 - SOLUTION DESIGN

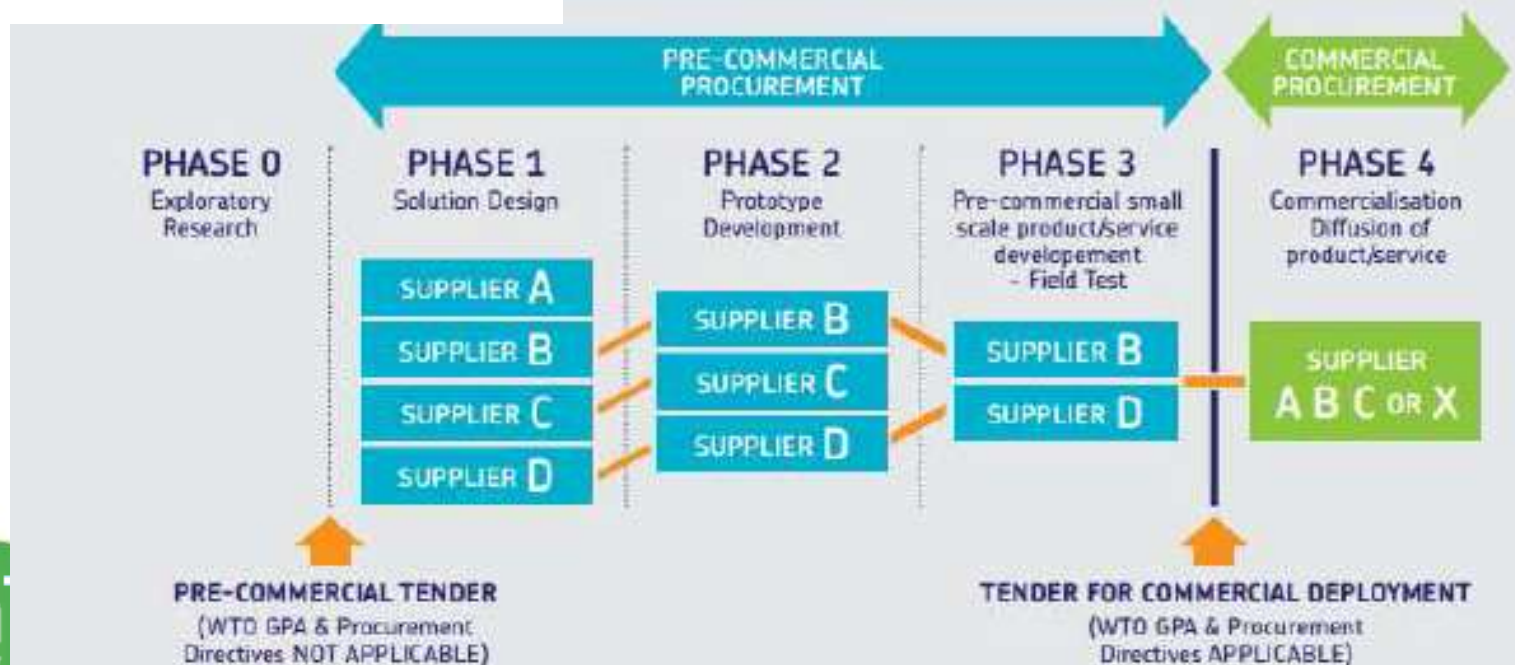
- Duration 6 months, up to 8 companies, budget up to 350,000 EUR

## Phase 2 PROTOTYPE DEVELOPMENT

- Duration 12 months, up to 4 companies, budget up to 720,000 EUR

## Phase 3 PRE-COMMERCIAL SMALL SCALE PRODUCT/ SERVICE DEVELOPMENT

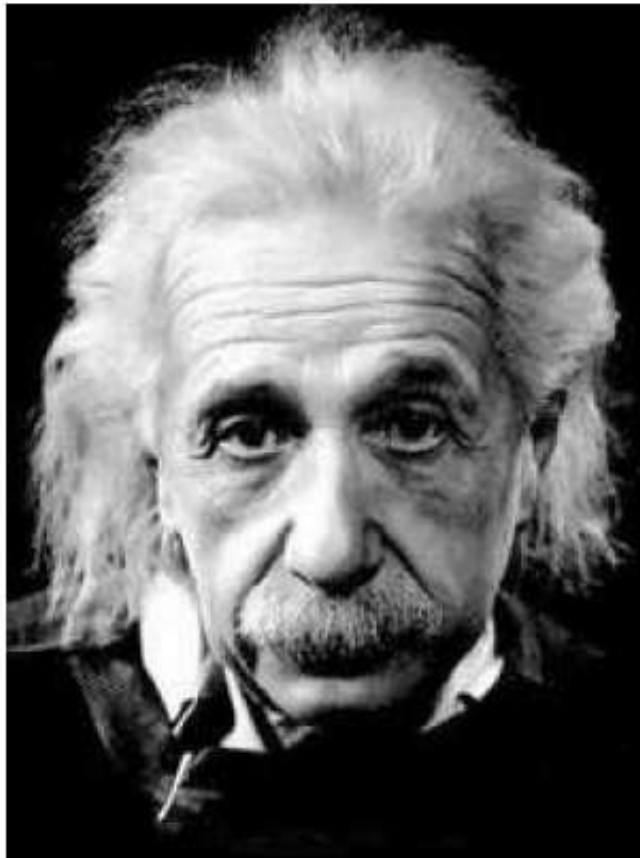
- Duration 12 months, up to 3 companies budget up to 1,080,000 EUR





# Conclusie

- ❑ Momentum voor positieve evolutie in prikkels en investeringen
- ❑ Toenadering publiek en privaat binnen win – win
- ❑ Hervorming systematiek publiek – privaat? Cultuurverandering
- ❑ The devil is in the details – gevestigde belangen vs meerwaarde



## Questions ...?

Insanity- Doing the same thing over and over again and expecting different results.

-Albert Einstein