Tsunami warning: from baby-boom to wanted senior room

An explorative study from a multi-stakeholder perspective into public-private partnerships in the Dutch healthcare real estate market

1. PROBLEM STATEMENT

Demographic growth of elderly people

- 2.7 million in 2017
- 4.0 million in 2025

Demand for residential elderly care apartments/studios will rise up to 500,000 units over the next 10 years

Suggested solution? public-private partnerships

Research objective: to provide Cushman & Wakefield valuable insights by exploring the expectations and requirements for public-private partnerships in the Dutch healthcare real estate market

2. THEORETICAL FRAMEWORK

Expectations

- Disagreement about project arrangements & Diversity in care provision
  - “You do not know how a public-private partnership will work out in the beginning, so I would prefer project-based agreements” (private sector)
  - “We cannot handle with private companies, as to provide certainty we would prefer long-term agreements” (public sector)

- Time-varying risks & conjuncture risks
  - Market potential

Requirements

- Flexibility and transparency public sector
  - “Flexibility should come in two stages first flexibility in contractual agreements and then flexibility in zoning plans and land distribution” (private sector)
  - “Flexibility is not to be lack. We cannot say yes to every proposal, we also have our legislation and regulation systems” (public sector)

3. METHODS

1. Extensive internal and external desk research
2. 15 semi-structured interviews from a multi-stakeholder perspective
3. Inductive analysis

Private sector (7)
- Investment companies
- Property developers

(Semi-) public sector (8)
- Care providers
- Housing associations
- Municipalities
- Interest organization

Future implementation studies needed

One of the first attempts to explore partnerships in healthcare real estate

4. KEY FINDINGS

1. Ambiguity about definition of public-private partnership
2. Conflicting visions about own responsibilities and of the opposing sector
3. Distrust limits the willingness to cooperate

5. DISCUSSION & CONCLUSION

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