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

<table>
<thead>
<tr>
<th>Year</th>
<th>Number</th>
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<tbody>
<tr>
<td>2017</td>
<td>2.7 million</td>
</tr>
<tr>
<td>2025</td>
<td>4.0 million</td>
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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 such partnerships will work out in the beginning, so I would prefer project-based agreements," private sector
- "You can’t handle with private companies, so to provide certainty I would prefer long-term agreements," public sector

Requirements
- Flexibility and transparency in 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 has its limits. We cannot say yes to every proposal, we also have our legislation and regulation systems," public sector

- Time-varying risks & conjuncture risks
- Market potential

Responsibilities
- Public sector
- Private 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

4. Key Findings

Expectations vs. Requirements

5. Discussion & Conclusion

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

Future implementation studies needed

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