

[REDACTED]  
[REDACTED]

H.E. Mr Bruno Bruins  
Minister for Medical Care  
Ministry of Health, Welfare and Sport of the Netherlands  
P.O. Box : 20350  
2500 EJ The Hague  
Netherlands

7 November 2019  
saf/pso

Dear Minister,

On behalf of the Board of Trustees of the World Economic Forum, the International Organization for Public-Private Cooperation, I am pleased to invite you to the World Economic Forum Annual Meeting, which will take place in Davos-Klosters, Switzerland, from 21 to 24 January 2020, under the theme Stakeholders for a Cohesive and Sustainable World.

In the 50 years since its creation, the Annual Meeting has become the world's most impactful high-level gathering, bringing together leaders from government, international organizations, business and civil society to shape global, regional and industry agendas at the beginning of the year.

Given your role as a Steward of the Forum's Platform for Shaping the Future of Health and Healthcare, including your active involvement in the Global Coalition for Value in Healthcare, your participation in the Annual Meeting would be highly appreciated.

The Forum will work closely with your office over the coming months to build a special agenda that meets your strategic interests and evolving priorities. I look forward to your active engagement and to welcoming you to the Forum's 50th Annual Meeting in January.

Yours sincerely,



Global Agenda

WORLD  
ECONOMIC  
FORUM

# World Economic Forum Annual Meeting 2020

COMMITTED TO  
IMPROVING THE STATE  
OF THE WORLD

Davos-Klosters, Switzerland 21-24 January

## Stakeholders for a Cohesive and Sustainable World

Today, we see the erosion of the international solidarity that forms the foundation of our global governance architecture. New multilateral initiatives or supranational bodies are unlikely to stem the decay. This geopolitical reality is the reason why communities and networks are forming to address pressing global concerns such as climate change, sustainable development and economic inclusion. Although interconnected, most operate independently of other stakeholders to the detriment of achieving an even greater collective impact. Increasingly absent is the political and societal cohesion that enables such collaboration.

There is a way forward to heal a divisive world but it requires a change in both mindset and behaviour. At the core of the World Economic Forum's DNA is the stakeholder concept: no institution or individual alone can address the economic environmental, social and technological challenges of a complex, interdependent world. And, true to its origin, the Forum has had a single guiding vision for the past 50 years: to be the platform where business, government, international organizations, civil society and academia can act together to achieve a global impact. The World Economic Forum Annual Meeting provides the trusted space for leaders from all walks of life to build a more cohesive and sustainable world.

As the International Organization for Public-Private Cooperation, the Forum has evolved into a platform where stakeholders can collaborate more effectively to exercise leadership from within the systems that collectively shape our future. For the 50th Annual Meeting, the Forum will focus its convening power, community engagement and platform capabilities to support global, regional and national initiatives that generate positive impact for all stakeholders.

In this regard, four global issues clearly stand out as urgent and important, and will feature prominently on the agenda at the Annual Meeting 2020 in Davos:

1. How to address the urgent climate and environmental challenges that are harming our ecology and economy
2. How to transform industries to achieve more sustainable and inclusive business models as new political, economic and societal priorities change trade and consumption patterns
3. How to govern the technologies driving the Fourth Industrial Revolution so they benefit business and society while minimizing their risks to them
4. How to adapt to the demographic, social and technological trends reshaping education, employment and entrepreneurship

In response, industry leaders are transforming their business models and aligning their purpose to serve all stakeholders. One of the challenges is the multitude of competing standards, metrics and measurements designed to promote corporate global citizenship. The Annual Meeting in Davos offers a unique opportunity for business to integrate those efforts and to:

- Improve coordination given new challenges to multilateral cooperation
- Exercise systems thinking and global stewardship
- Increase social capital to enable multistakeholder collaboration
- Scale up innovative “lighthouse” projects that are catalysing change globally and locally

The programme for the 50th Annual Meeting will be co-designed to achieve impact by:

- Improving global governance through public-private cooperation and close collaboration with key international organizations
- Providing substantial, yet informal, input into key multilateral processes related to achieving inclusive and sustainable growth
- Mapping a rapidly changing geopolitical landscape and emerging cyberthreats to mitigate and manage global risks
- Promoting the agile governance of emerging technologies and the business models they enable
- Examining in depth the social and economic transformations occurring in key regional blocs
- Addressing important trade, taxation and investment-related issues in their bilateral and national contexts
- Engaging industry leaders with their peers to examine strategic issues that are transforming business models, technological innovation and global competitiveness
- Facilitating private- and public-sector collaboration to accelerate entrepreneurial, educational and employment opportunities in the Fourth Industrial Revolution
- Sharing and promoting ideas, innovations and discoveries that will benefit societies globally
- Engaging those at the vanguard of change from such fields as the arts, media, medicine, science and technology, as well as the next generation of leaders

## Stakeholders in Davos

Participation in the Annual Meeting is by invitation for the following Forum communities:

- Chief executives and chairs of our 1,000 Partner and Member companies actively engaged in the International Business Council, Community of Chairpersons, Industry Governors, Regional Business Councils and Stewardship Boards
- More than 250 political leaders from the G20 and other relevant countries and heads of international organizations engaged in high-level dialogues facilitated by the Informal Gathering of World Economic Leaders (IGWEL) programme
- Members of our Global Future Councils, Expert Network and Global University Leaders Forum collaborating with spiritual and cultural leaders and representatives from important civil society, labour and media organizations
- Technology Pioneers, the Community of Global Shapers, the Forum of Young Global Leaders and the Schwab Foundation for Social Entrepreneurship, representing a new generation of innovators and entrepreneurs

In the true “Davos Spirit”, the programme aims to generate bold ideas and exciting opportunities that will create the global impact needed to improve the state of the world. The Annual Meeting is also distinct in its development of digital technology such as **TopLink**, our digital interaction platform, which provides continuously updated contextual intelligence through our **Transformation Maps** developed with our Global Future Councils, representing the world’s leading thinkers. We encourage you to use **TopLink** to prepare for your experience in Davos.



Government of the Netherlands

# WORLD ECONOMIC FORUM

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D - Woensdag...

## **M.020**

### **Meeting: Board of Stewards: Future of Health and Healthcare**

Date:	Wednesday, January 22 <sup>th</sup> 2020
Time:	09:30-11:00
Venue:	Forum
Agenda:	see session structure
Format:	presentations and breakout groups
Role:	free role
Language:	English

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#### **Background Information:**

How can cross-industry partnership models accelerate the creation of health-promoting ecosystems with expanded access to underserved communities? Stewards will discuss the need for sustainable business models, innovative financing tools and novel forms of partnership that support a new programme on the social determinants of health.

#### **On the agenda:**

- Identifying partnerships that deliver evidence-based business models, improve sustainability and reliably measure the social determinants of health
- Addressing the Forum's ability to build new collaborative models with the partners through a platform approach and a clear operating model

#### **Attachments:**

- [M.020 - bijlage - Session structure](#)

## SESSION STRUCTURE

### Board of Stewards Meeting: Future of Health and Healthcare

Wednesday 22 January 09:30 - 11:00

Congress Centre, Forum

How can cross-industry partnership models accelerate the creation of health-promoting ecosystems with expanded access to underserved communities? Stewards will discuss the need for sustainable business models, innovative financing tools and novel forms of partnership that support a new programme on the social determinants of health.

On the agenda:

- Identifying partnerships that deliver evidence-based business models, improve sustainability and reliably measure the social determinants of health
- Addressing the Forum's ability to build new collaborative models with the partners through a platform approach and a clear operating model

*Reporting press: Not Allowed.*

*Session duration: 90 minutes.*

#### Section I: Opening Remarks

9.30 – 9.35: Welcome and Agenda Setting: [REDACTED], [REDACTED],  
World Economic Forum (confirmed)

9.35 – 9.45: A Tribute to [REDACTED]: [REDACTED], [REDACTED]  
(confirmed)

#### Section II: Case Studies: Learning from Successful Business Models: Accelerating Progress in the Social Determinants of Health

9.45 – 10.15: Moderated by [REDACTED] (confirmed)

Case Studies:

- **Partnerships with the Private Sector:** [REDACTED] (confirmed)
- **Moving Data to Action:** [REDACTED] confirmed)
- **Government Perspective:** [REDACTED] (invited)
- **Financing the Social Determinants of Health – Measuring Returns:** [REDACTED]  
[REDACTED] (confirmed)

## Section III: Breakout Sessions: Integrating and Accelerating

10:15 – 10:35: Breakout sessions

### Key questions

- *What are the **enablers** to deploy and/or scale this business models, or others like it? (Focus on reimbursement methods, risk pooling mechanisms and policy changes that address citizens' rights to basic social needs, healthy housing and nutrition, environment, etc.)*
- *How will the effectiveness of this business model, or others like it, be **assessed**? How will the data be measured and evaluated?*
- *Who would be the key **stakeholders** to involve? What types of partnerships will best accelerate this space? Are there barriers that exist currently that prevent these types of partnerships?*

### **Group 1: City-Based Interventions: Designing Cities for Thriving Populations in Developed Nations:** (discussion leader to be confirmed; co-designed with [REDACTED])

Urban environments provide complex health challenges for its inhabitants, many of which are magnified for those living in poverty. Research finds that 56 of the U.S.' 500 largest cities are home to people who can expect to live at least 20 fewer years than those in other neighbourhoods, even if they're just blocks or miles away. **How can health systems partner with other industries to sustainably build and finance interventions designed to address the social determinants of health in urban settings? Can these models be replicated across geographies?**

### **Group 2: Integrating Social Determinants of Health to Advance UHC in Developing Nations:** [REDACTED] (confirmed)

Apollo's population based, holistic health program –“Total Health Program” (THP) operational in the Aragonda village of Chittoor District in Andhra Pradesh state of India, compliments the key UHC principles of – leaving no one behind, sustainable financing, monitoring for accountability and fostering multi-stakeholder partnerships by incorporating efforts to strengthen social determinants of health for achieving and sustaining these goals. **How can programmes, such as this, be replicated and scaled in other developing nations?**

### **Group 3: Building Healthy Communities – Influencing Social Determinants of Health Through Public and Private Partnerships:** [REDACTED] (confirmed)

How can communities be designed to integrate the necessary infrastructure, partners and programs to address the social determinants of health in a sustainable and scalable manner? **What does the future of community look like? And what opportunities exist to build partnerships and leverage programs and capabilities of the private and public sector to address the needs of these communities?**

10.35 – 10.45: Report back

10.45 – 10.55: Reflection by [REDACTED] (confirmed)

## Section IV: Closing

10.55 – 11.00: [REDACTED]  
(confirmed)

## **M.030**

### **Meeting: Global Coalition for Value in Healthcare: Executive Board**

Date:	Wednesday, January 22 <sup>th</sup> 2020
Time:	14:00-15:00
Venue:	Davos-Klosters, the Loft, Multilateral Room
Agenda:	Zie hieronder
Format:	Meeting
Role:	Participant
Language:	English

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Deze voorbereiding is gebaseerd op pre-briefing materiaal van 9 januari j.l. (bijlage).

Op de agenda staan 3 beslispunten voor executive board:

1. The EB is requested to authorise plans for the spin off of the Global Coalition for Value in Healthcare from the Forum with a suggested timeline of 2 years
2. To achieve this, the board is requested to ratify a new financing model, which includes a project investment fund, and requests for annual contributions from members
3. Annual contributions from EB Members, Innovation Hubs, and Coalition members will be required to ensure the sustainability of the Coalition in the future. EB approval is sought on the suggested membership contributions outlined in this slide deck.

In het voorbereidend overleg is ons gebleken dat het vooral gaat om het businessmodel van deze coalitie.

De agenda suggereert dat er ook beslissingen worden gevraagd over twee specifieke projecten:

1. [REDACTED]
2. [REDACTED]

Attachments:

- Background information
- Speaking notes
- [Session Structure Bijlage \(M.030 - Bijl 1\)](#)



## Achtergrondinformatie

### 1. Businessmodel.

WEF heeft berekend dat de coalitie een jaarlijks budget nodig heeft van [REDACTED]. De helft daarvan moet worden opgebracht door de zogenaamde value partners = de executive board leden. WEF rekent met een jaarlijkse bijdrage van [REDACTED]. Ze verwachten voor 2020 op deze manier [REDACTED] 'op te halen'. De EB telt op dit moment 13 leden. Ze houden er dus rekening mee dat niet ieder lid van de EB dit bedrag op tafel zal leggen.

Wij hebben in het vooroverleg laten weten dat het niet waarschijnlijk is dat wij [REDACTED] zullen gaan bijdragen. WEF maakt nu onderscheid tussen type A (private) en type B (publieke) EB-leden conform afspraken die we in 2019 al maakten. Publieke partners moeten anderszins hun waarde aangeven.

### 2. Specifieke projecten

[REDACTED]

A working team of [REDACTED] is following up on the action point from last year to develop an end-to-end informatics platform (as an enabler) for VBHC chronic disease management, starting with congestive heart failure. This platform comes with a model integrating the relevant data on patient pathways, process, costs and outcomes. The platform aims to provide insights and support population health decision making, and pathway optimization, at scale. The status of this work will be shared at the upcoming Board meeting in Davos.

[REDACTED]

Om de [REDACTED] sets goed te kunnen implementeren is een standaardisatieslag nodig en is een koppeling nodig met internationale terminologie en (in Nederland) ZIBs. De afgelopen maanden heeft VWS (directie DICIO) samen met NICTIZ meegewerkt aan een pilot van [REDACTED] om vier [REDACTED] sets te harmoniseren. [REDACTED] heeft net als VWS 'in natura' bijgedragen aan de pilot. De pilot is goed gelukt.

[REDACTED] wil nu alle 28 sets aanpakken. Het is een noodzakelijke stap met een begroting van ongeveer [REDACTED]. Het project zal tijdens het overleg worden toegelicht door [REDACTED].

## Advies

### 1. Businessmodel

We recommend not to contribute an annual fee for the membership of the executive board. Instead you can offer:

- a. Your time and in kind contribution from your staff to selected projects and sharing lessons learned from the national development of outcome based healthcare in The Netherlands (English version of the program enclosed).
- b. Your effort to 'seduce' projects in the Netherlands – like the [REDACTED] and the [REDACTED] - to share their lessons in the global coalition
- c. Your effort to 'recrute' a patient representative to play a role internationally to ensure that the patients voice is heard.
- d. Your availability to co-host a high level ministerial meeting, e.g. connected to the UN General Assembly, the World Health Assembly (Geneva) or the 2021 WEF meeting in Davos.

### 2. Specifieke projecten

[REDACTED]

We recommend to endorse this project, provided they will use the *standardised* sets from the [REDACTED] initiative. The use of the standardised sets is to be expected because both [REDACTED] were involved in the 2019 [REDACTED] pilot.

[REDACTED]

We recommend to endorse this project. It is of great importance to have standardised outcome measurements. As we discussed with [REDACTED] you can confirm that the ministry will contribute in kind, as we did in 2019.

# Speaking Notes

## 1. Businessmodel

- I support the vision of the coalition and I am glad to be part of its executive board.
- I believe there is value in sharing lessons amongst innovators and to those who made the innovation the 'new normal'.
- I want to re-iterate the importance of the patients voice. The executive board should have a patient as a member.

I am not the patients voice. I represent the public interest.

- I agree to the plans for the spin off and the new financing model.  
But I cannot offer money, so no annual contribution

But I can offer you this:

- My time and commitment and that of my staff in selected projects
- My effort to seduce projects in the Netherlands to join the coalition
- My effort to recruit a patient representative
- And I am willing to co-host a ministerial conference, preferably a small dinner meeting, to discuss and decide on specific themes that arise from the coalition projects.

2.

- I agree that this project is necessary to facilitate the implementation of Value in Healthcare.
- That is why we were deeply involved in the 2019 pilot.
- Both providers and IT industry need the results.
- As you know I am preparing legislation to enforce the use of standards. This is a good example of the standards we need.
- Like in 2019 I will contribute to this project in kind.

# Global Coalition for Value in Healthcare Executive Board Multilateral

Wednesday 22<sup>nd</sup> January, 1400-1500  
Davos Klosters, The Loft, Multilateral Room A



Global Coalition for  
**Value in Healthcare**



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# Agenda

Item	Comments By	Duration
<p>▶ Operationalizing a Global Community of Practice on Value-Based Healthcare</p> <ul style="list-style-type: none"><li>• Lessons learned from Global Coalition 1.0</li><li>• Global Coalition 2.0: A Global Ecosystem for Innovation<ul style="list-style-type: none"><li>• Project Investment Fund</li><li>• Innovation Hubs</li><li>• Project Marketplace</li></ul></li></ul>	<p>[Redacted] World Economic Forum</p>	15 mins
<p>▶ Partner-led Project Proposals (Introduction)</p> <ul style="list-style-type: none"><li>• [Redacted] – [Redacted] VBC Chronic Disease Application<ul style="list-style-type: none"><li>• Project Overview</li><li>• Launch as Global Coalition for Value in Healthcare Project</li></ul></li><li>• [Redacted] – [Redacted] Informatics Collaborative<ul style="list-style-type: none"><li>• Project Overview</li><li>• Request for Resources</li></ul></li></ul>	<p>[Redacted] [Redacted] [Redacted] [Redacted] [Redacted]</p>	15 mins  10 mins
<p>▶ Spin Off: A Vision for the Future</p> <ul style="list-style-type: none"><li>• Financing the Coalition</li><li>• 2 Year Strategy</li></ul>	<p>[Redacted] World Economic Forum</p>	10 mins
<p>▶ Discussion &amp; Closing Remarks</p>	<p>Open to the floor</p>	

# Global Coalition for Value in Healthcare, Multilateral at Davos

	MoH of Netherlands	Bruno Bruins	Minister	Registration Status
Existing Members	[Redacted]	[Redacted]	[Redacted]	Confirmed
	[Redacted]	[Redacted]	[Redacted]	[Redacted]
	[Redacted]	[Redacted]	[Redacted]	[Redacted]
	[Redacted]	[Redacted]	[Redacted]	[Redacted]
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	[Redacted]	[Redacted]	[Redacted]	[Redacted]
	[Redacted]	[Redacted]	[Redacted]	[Redacted]
	[Redacted]	[Redacted]	[Redacted]	[Redacted]
	[Redacted]	[Redacted]	[Redacted]	[Redacted]
New Members	[Redacted]	[Redacted]	[Redacted]	[Redacted]
	[Redacted]	[Redacted]	[Redacted]	[Redacted]
	[Redacted]	[Redacted]	[Redacted]	[Redacted]
Special Guests	[Redacted]	[Redacted]	[Redacted]	[Redacted]
	[Redacted]	[Redacted]	[Redacted]	[Redacted]
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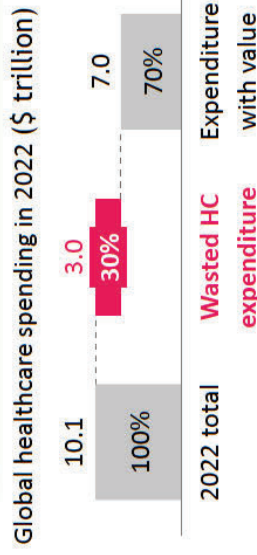
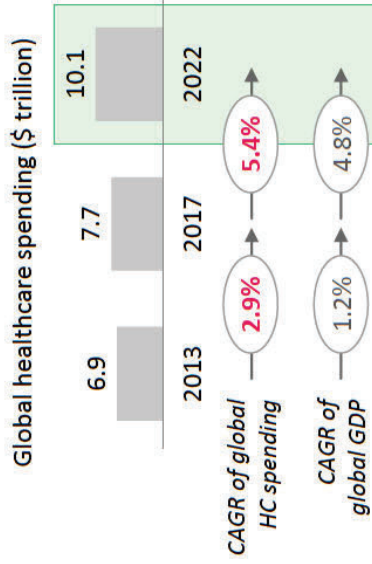
Attendees  
(accurate as of 15/01)





# Vision: Improving outcomes for patients and reducing overall costs for health systems

Global HC spend growing faster than GDP



Transformation attempts slow due to systemic challenges



## Vision for GCFViHC

Working across multiple national and regional stakeholders to accelerate the development of value-based health systems around the world ultimately **improving outcomes for patients and managing overall costs for health systems**





## Role of GcfViHC: GcfViHC coordinates the eco-system of hubs and projects



GcfViHC plays the **coordinator** role in the eco-system



**Innovation hub** is a group of multiple types of stakeholders, public-private partnership, with ongoing ViHC *hub initiatives*



**Global Coalition Projects (GC projects)** are activities proposed by hubs or value partners in which 1 or more members or hubs participate to achieve collaborative goals among all participants, as defined as one or more elements of the ViHC Framework



# Membership: Three types of memberships to engage with GcFViHC



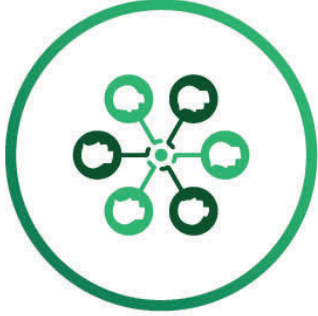


# Membership: GcfViHC offering to each kind of membership

	Executive Board	Innovation hub	Coalition member
<b>Offerings of GcfViHC</b>			
Decision-making	✓ • Opportunity to make strategic decisions in Exec Board • Opportunity to shape annual priorities	✓	
Funding	✓ • Opportunity to initiate GC projects and compete for seed funding • Opportunity to share your findings in GcfViHC events	✓	✓
Conference and events	✓ • 3 free seats • Access to GcfViHC webinars	✓ • 3 free seats • Access to GcfViHC webinars	✓ • 1 free seat • Access to GcfViHC webinars
Sharing platform	✓ • Access to create online collaboration platform for all hub members	✓	
	✓ • Opportunity to post ViHC projects and request resources/funding • Access to project information of all innovation hubs	✓ • Unlimited • Access to project information of all innovation hubs	✓ • Unlimited • 1 project/yr. • By request
	✓ • Access to expert panel	✓	
	✓ • Access to member experience & best practice sharing survey results	✓	✓
	✓ • Access to learning materials of ViHC concepts	✓	✓
	✓ • Access to publications of GcfViHC and other hubs	✓	✓
	✓ • Opportunity to post your ViHC conferences and event information	✓	✓

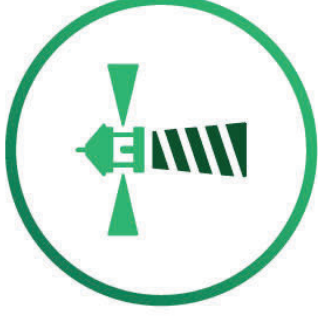


# Value proposition for Executive Board: Access to VBHC knowledge and global progress, and opportunity to initiate projects for policy shaping



Access to the latest VBHC knowledge and global progress

“Access to a VBHC knowledge database is important. And, direct communication with hubs and experts is even more valuable.”  
-- Representative of an Executive Board Member



Opportunity to initiate projects for policy shaping

“This is exactly what we need, what we want. Working on the projects, being part of it, and connecting with others are valuable.”  
-- Representative of an Executive Board Member

Draft - for discussion

Organization and  
governance



## Membership: Criteria for innovation hubs to join GCfViHC

Public-private partnership focused on value-based health care system transformation across all key stakeholder types

Completion of value-based health care maturity assessment every 1 year

Creation of hub profile on TopLink collaboration platform, including members and projects

Quarterly (or bi-annual) progress update on ongoing GC projects and relevant hub initiatives

Source: BCG analysis

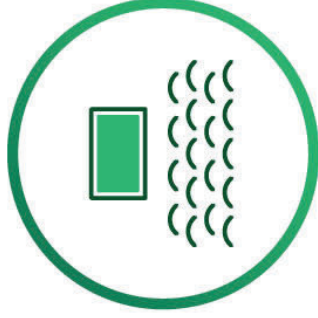


# Value proposition for Innovation hubs: Access to other hubs and experts, opportunity to share learning, and opportunity to compete for seed funding



Access to other innovation hubs and experts

“ It is more important to discuss with experts rather than simply access the information in the database.  
-- Leader of an innovation hub



Opportunity to share learnings

“ This it's important to create a sense of community, and being known to other hubs by sharing will allow us to learn from others as well.  
-- Leader of an innovation hub

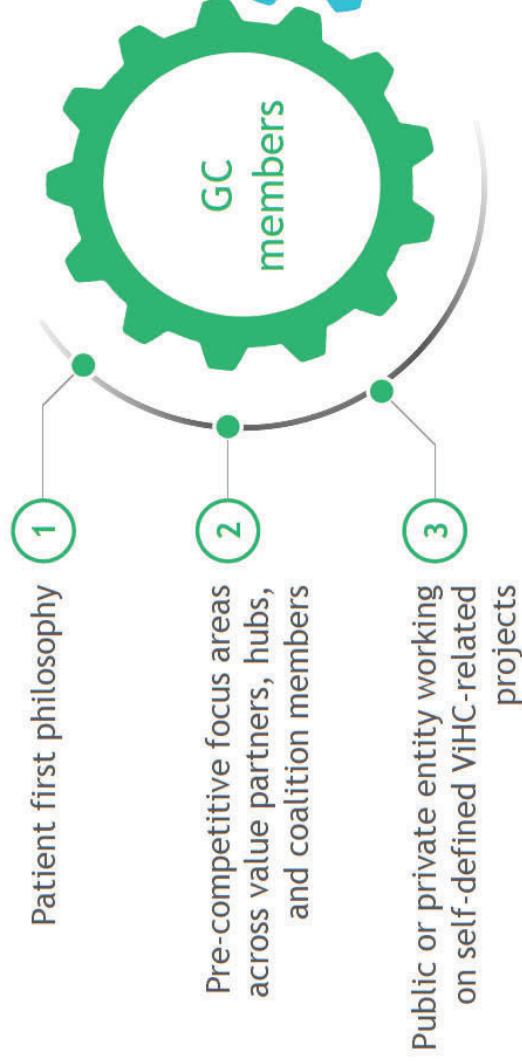


Opportunity to compete for seed funding for projects

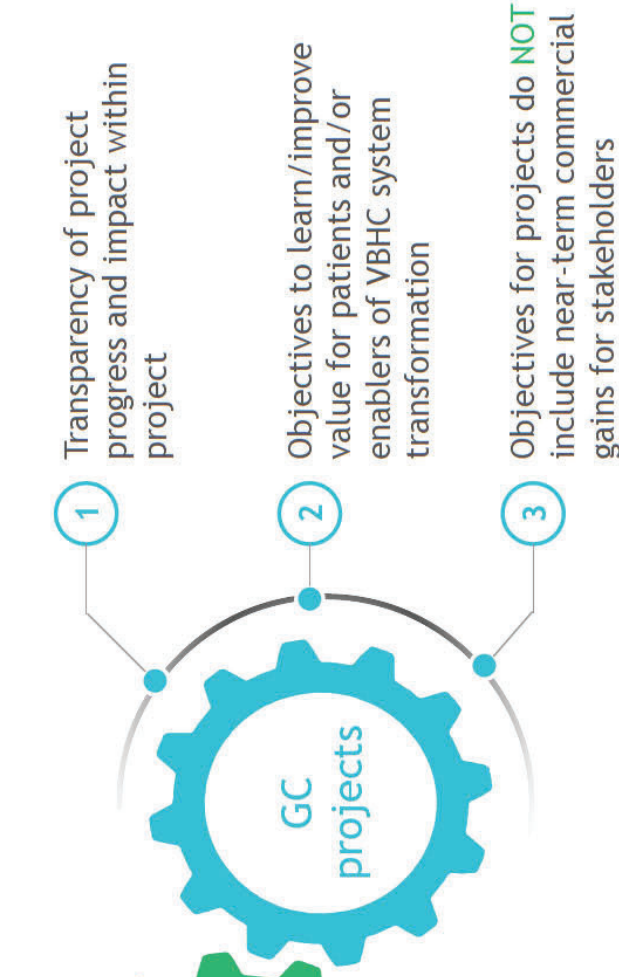
“ Potential seed funding is very attractive because we have identified lots of initiatives, but funding not yet in place for all.  
-- Leader of an innovation hub

# Engagement guidelines for GC members and GC projects

## Rules of engagement for GC members

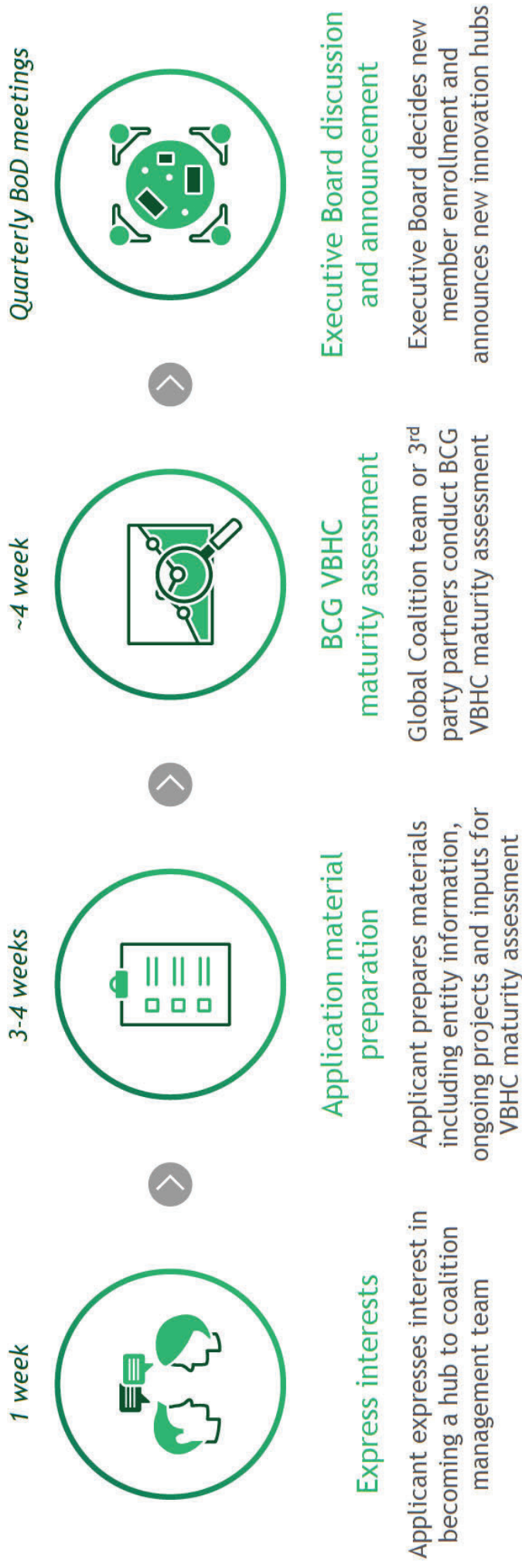


## Guidelines for GC projects





# Membership: Qualification process to become a new innovation hub of GCFViHC





# Financials: To develop GcfViHC sustainably, several funding sources have been identified

## Funding sources of GcfViHC



Event participation fee



Annual membership fee



Project Investment Fund

## Expense components of GcfViHC



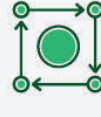
Staff salary



Conference expense



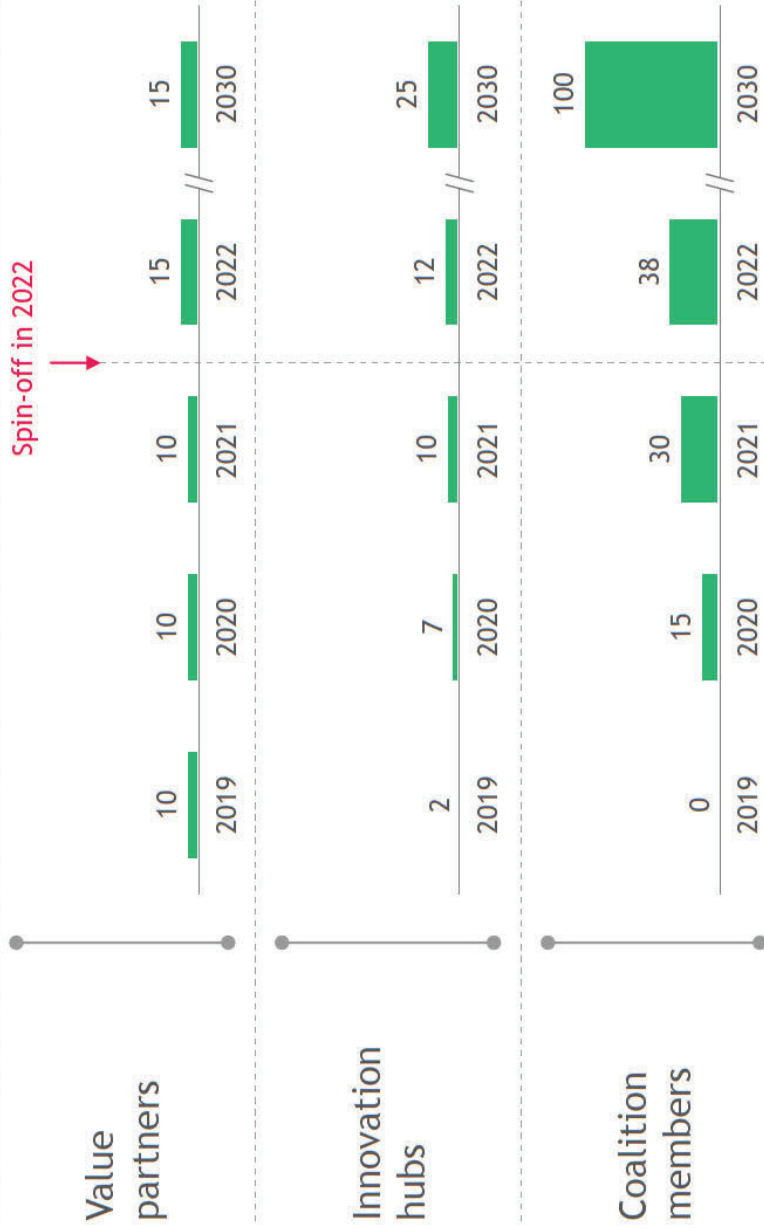
Infrastructure  
including rent of office and  
expense of IT facilities



Seed/expansion funding for  
GC Projects

# Projected enrollment of GcfViHC members

## Membership Growth of members



## New member sources

- International public or private organizations with ambitions in pushing the progress of ViHC globally
- International/national PPPs and NGOs with efforts related to ViHC, esp. groups located in major global economies such as the US, China, Japan, EU, etc.
- ViHC related organizations who are not yet ready to be innovation hubs
- Multi-national and country level Pharma, MedTech and Insurance companies
- Country level provider groups, government and regulators, payers, and academics

# Staffing requirements for GcfViHC

Spin-off in 2022

Core functions	2020	2021	2022	2030
General management	50% FTE	50% FTE	100% FTE	100% FTE
Project management	50% FTE To be covered by General Management staff	100% FTE	200% FTE	200% FTE
Memberships, partnership, and expert panel	80% FTE	100% FTE	100% FTE	200% FTE
Conference	20% FTE To be covered by Membership & Partnership staff	50% FTE	100% FTE	100% FTE
IT and administration	100% FTE	100% FTE	100% FTE	100% FTE
# of total FTEs	300%	400%	600%	700%

# Breakdown of annual membership fee by membership type

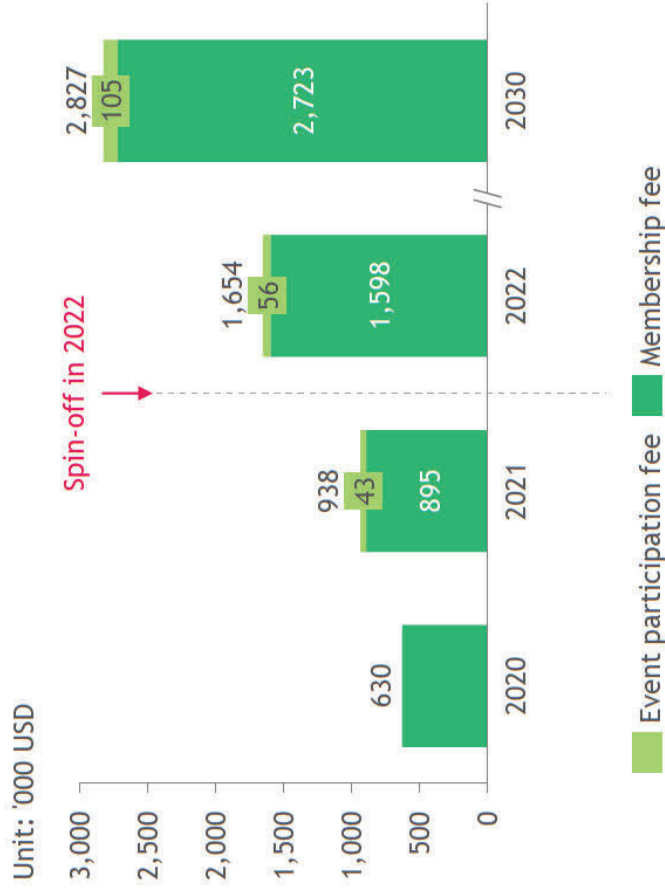
Membership fee in 2021 as an example



1. Revenue = 0.5 \* (# of members in 2021 + # of members in 2020) \* annual membership fee  
 Source: [REDACTED]

# After spin-off, GCfViHC will achieve breakeven with positive net income to support more GC projects

Income forecast of GCfViHC



Expense forecast of GCfViHC



## Key decision points:

- The EB is requested to authorise plans for the spin off of the Global Coalition for Value in Healthcare from the Forum with a suggested timeline of 2 years
- To achieve this, the board is requested to ratify a new financing model, which includes a project investment fund, and requests for annual contributions from members
- Annual contributions from EB Members, Innovation Hubs, and Coalition members will be required to ensure the sustainability of the Coalition in the future. EB approval is sought on the suggested membership contributions outlined in this slide deck

# Global schedule of events on value based care that our partners could engage with to launch and promote their thought leadership



	Q1 2020	Q2 2020	Q3 2020	Q4 2020
Davos	▲			
Exec Board Meeting	▲	▲	▲	
Events	▲	▲	▲	▲
Proposed Agenda	<p><b>Raise awareness</b> Introduction in the context of sustainable healthcare system</p>	<p><b>Scale up</b> Build global community, launch a comparative global payment reform tool on value-based payment</p>	<p><b>Convening</b> Call for action to accelerate the pace of value-based transformation</p>	<p><b>Raise awareness Across geographies</b> Introduction in the context of sustainable healthcare system</p>
Session Style	<p>Presentation &amp; Panel G20 countries, International organizations</p>	<p>One-day event Policy makers, Multilateral healthcare stakeholders</p>	<p>Workshop Multilateral healthcare stakeholders</p>	<p>Roundtable Policy makers, Business Informatics experts</p>
	<p>G20 Health Working Group Side-Event - Jan, Saudi Arabia</p>	<p>Value-Based Payment Global Forum - Apr, Washington DC</p>	<p>World Health Assembly - May, Switzerland</p>	<p>ICHO Annual Conference - May, Spain</p>
			<p>Policy Maker VBHC Study Session - Jun (tbd), Japan</p>	<p>Informatics Workshop - tbd</p>
				<p>Sustainable Development Impact Summit, side event - Sep, USA</p>
				<p><b>Advance enablers of VBHC</b> Implement global informatics outcomes standard</p>

**Van:** [redacted]  
**Aan:** [redacted]  
**Onderwerp:** FW: Save the Date: World Economic Forum - Global Forum on Accelerating Value-Based Healthcare Payment Reform, April 24, Washington DC, USA  
**Datum:** 19 February 2020 15:17:32

Hoi [redacted] Heb jij nog kunnen kijken naar die [redacted]-brief? Wat vind jij?

Gr,  
[redacted]

**Van:** [redacted]@minvws.nl>

**Verzonden:** 19 February 2020 15:00

**Aan:** [redacted]  
[redacted]

**CC:** [redacted]

**Onderwerp:** RE: Save the Date: World Economic Forum - Global Forum on Accelerating Value-Based Healthcare Payment Reform, April 24, Washington DC, USA

Dag [redacted] ik zie ook niet direct aanleiding om hier ambtelijk bij aanwezig te zijn. Ik denk dat we via onze contacten bij WEF en BCG voldoende aangehaakt zijn op de inhoud.

Groet,  
[redacted]

**Van:** [redacted]@minvws.nl>

**Verzonden:** maandag 17 februari 2020 17:25

**Aan:** [redacted]@minvws.nl>; [redacted]  
<[redacted]>

[redacted]@minvws.nl>

**CC:** [redacted]@minvws.nl>; [redacted]@minvws.nl>

**Onderwerp:** RE: Save the Date: World Economic Forum - Global Forum on Accelerating Value-Based Healthcare Payment Reform, April 24, Washington DC, USA

Gaat vooral over payment systems.

**Van:** [redacted]@minvws.nl>

**Verzonden:** 17 February 2020 17:20

**Aan:** [redacted]  
[redacted]

**CC:** [redacted]

**Onderwerp:** RE: Save the Date: World Economic Forum - Global Forum on Accelerating Value-Based Healthcare Payment Reform, April 24, Washington DC, USA

Gezien het onderwerp [redacted] en/of ik? Hangt er van af of bekostiging of informatie meeste aandacht hebben.

Groet,  
[redacted]

**Van:** [redacted]@minvws.nl>

**Verzonden:** maandag 17 februari 2020 17:15

**Aan:** [redacted]@minvws.nl>; [redacted]  
[redacted]  
[redacted]



CC: [REDACTED]

**Onderwerp:** RE: Save the Date: World Economic Forum - Global Forum on Accelerating Value-Based Healthcare Payment Reform, April 24, Washington DC, USA

Op 24 april zit de minister in Texas. Er lijkt geen mogelijkheid om hem zowel goed aan de handelsmissie te laten deelnemen en in DC te zijn.

Is er aanleiding om anderszins hierbij ambtelijk aanwezig te zijn? Zie opmerking in de mail "If your calendar does not allow you to attend, we invite you to nominate qualified people in your organization."

Groet,

[REDACTED]

---

**Van:** [REDACTED] <[REDACTED]@minvws.nl>

**Verzonden:** 17 February 2020 16:28

**Aan:** [REDACTED]  
[REDACTED]

CC: [REDACTED]

**Onderwerp:** RE: Save the Date: World Economic Forum - Global Forum on Accelerating Value-Based Healthcare Payment Reform, April 24, Washington DC, USA

Dag [REDACTED]

Inhoudelijk een interessant onderwerp voor de minister en het past helemaal binnen lijn 3 van het programma Uitkomstgerichte zorg. Hij heeft ook net een white paper van [REDACTED] over dit onderwerp gekregen (betalen voor uitkomsten) waar we hem op hebben geadviseerd. Maar tenzij er een ander overleg in DC of omgeving is waarmee hij dit kan combineren, denk dat ik dat we hem dit niet hoeven voor te leggen.

Groet,

[REDACTED]

---

**Van:** [REDACTED] <[REDACTED]@minvws.nl>

**Verzonden:** vrijdag 14 februari 2020 09:58

**Aan:** [REDACTED]  
<[REDACTED]>  
[REDACTED]

CC: [REDACTED]

**Onderwerp:** FW: Save the Date: World Economic Forum - Global Forum on Accelerating Value-Based Healthcare Payment Reform, April 24, Washington DC, USA

Cols,

Kennen jullie deze (uitnodiging voor deze) WEF/VBH meeting? Vooral gericht op payment-systems (vandaar dat ik ook even [REDACTED] meeneem in deze mailwisseling).

Moeten we hier iets mee? Zullen we deze uitnodiging voorleggen aan de minister?

Groet,

[REDACTED]

NB ik cc ook even [REDACTED] in. [REDACTED] is de nieuwe attache in Washington DC.

---

**Van:** [REDACTED] <[REDACTED]@e.weforum.org>

**Verzonden:** 13 February 2020 18:06

**Aan:** [REDACTED] <[REDACTED]@minbuza.nl>

**CC:** [REDACTED] <[REDACTED]@minvws.nl>; [REDACTED] <[REDACTED]@weforum.org>

**Onderwerp:** Save the Date: World Economic Forum - Global Forum on Accelerating Value-Based Healthcare Payment Reform, April 24, Washington DC, USA

[View in a browser](#)



## **Value-Based Healthcare: Global Forum on Accelerating Value-Based Payments for Healthcare**

Washington DC, USA, 24 April 2020

Dear Minister,

**The World Economic Forum's Global Coalition for Value in Healthcare and the Duke-Margolis Center for Health Policy are pleased to invite you to join the Global Forum on Accelerating Value-Based Payments for Healthcare.**

**Date/Time:** Friday April 24, 8:30-15:00

**Location:** Washington DC

The growing burdens of chronic disease, aging populations and rapid advances in biomedicine have created pressures on traditional healthcare delivery and payment systems. As a result, there is a global momentum towards adopting value-based healthcare to transform the delivery and financing of health systems in order to improve population health outcomes and patient care experiences whilst lowering the costs of care.

To accelerate towards the successful implementation of value-based healthcare, the World Economic Forum has partnered with the Duke-Margolis Center for Health Policy to deliver a ***Global Forum on Accelerating Value-Based Payments for Healthcare***.

The jointly convened workshop on April 24th will formally launch the Global Forum. We are pleased to announce **U.S. Health and Human Services Secretary Alex Azar** will be the keynote speaker at this important event along with other US leaders, and health leaders from around the world.

The forum will convene global leaders, experts, policymakers, and practitioners to:

1. Launch a global community of practice on the implementation of innovative new payment models for healthcare
2. Launch a comparative global payment reform tool to accelerate the application of value-based payment and care models in diverse health systems
3. Present case studies of value-based payment reform initiatives across geographies and share insights which can accelerate value-based payment reform

Through these activities the global forum aims to catalyze reform efforts globally to deliver high quality, efficient, sustainable healthcare, and establish a global community of experts on value-based payment.

**Please confirm your participation via TopLink. Registration details are available below.**


The agenda and more detailed information will be shared with you in the coming weeks.

If your calendar does not allow you to attend, we invite you to nominate qualified people in your organization.

Executives may be accompanied by an operational delegate to join a satellite session to delve into the contents.

Thank you for considering this invitation— we look forward to your registration.

Yours sincerely,

  
World Economic Forum



**Please register via TopLink to ensure your participation in the meeting.**

- **By registering for this event, you are consenting to share your contact details with our co-organizer, Duke-Margolis Center for Health Policy.**
- If you are new to TopLink, you will be first asked to create a TopLink account and then guided to the registration page.
- If you are an existing user but can't login, you can reset password or retrieve username from TopLink Support.
- For other technical question related to TopLink, contact [TopLink Support team](#).

[Agree and register now >](#)

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World Economic Forum, 91-93 route de la Capite, CH-1223 Cologny/Geneva, Switzerland, [www.weforum.org](http://www.weforum.org)

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**Van:** ██████████  
**Aan:** ██████████  
**Onderwerp:** WEF ; EB Gloabl Coalition for Valua in Healthcare  
**Datum:** 12 January 2020 20:33:46  
**Bijlagen:** [EB AM20 Pre-briefing as of Jan 9.pptx](#)

---

██████████  
Hierbij het fiche voor het reisdossier tbv de voorbereiding van het EB-meeting.

---

Afgelopen vrijdag met ██████████ cs gesproken over deze meeting oa aan de hand van bijgaande ppt.

Zoals we al bespraken gaat het vooral over het businessmodel. Ik heb al reeds aangegeven dat voor ons een bijdrage van ██████████ als Valuepartner niet echt haalbaar is. Hij vond een model bespreekbaar waar er een onderscheid gemaakt zou worden tussen een ValuaPartner A (Private Partners) en Value Partner B (Public Partners). Value Partner B zouden dat anderszins hun waarde moeten aangeven. Wat vind jij hiervan?  
Ik het aangegeven dat jij morgen hem laat weten wat voor ons een wenselijke benadering zou zijn.

Wellicht morgen over doorpraten.

Lukt het om de voorbereiding dinsdag aan het eind van de dag rond te hebben?

██████████

**Van:** [redacted]  
**Aan:** [redacted]  
**Onderwerp:** RE: Global Coalition for Value in Healthcare: Briefing call before Davos  
**Datum:** 07 January 2020 01:03:10  
**Bijlagen:** [EB AM20 Pre-briefing as of Jan 2.pptx](#)  
[image002.png](#)

---

Ik zag het. Laten we het gesprek met [redacted] even afwachten en daarna overleggen hoe we dit gaan aanvliegen. Fijn wanneer jij dit onderdeel ook inhoudelijk wilt voorbereiden.

Ben benieuwd of jij het businessmodel nu goed begrijpt. Volgens mij komt de positie van de minister als EB lid in een ander daglicht te staan wanneer hij ook een annual fee moet betalen. Of zie ik dat verkeerd.

Gr,  
[redacted]

---

**Van:** [redacted]@minvws.nl>  
**Verzonden:** 06 January 2020 11:55  
**Aan:** [redacted]@minvws.nl>  
**Onderwerp:** RE: Global Coalition for Value in Healthcare: Briefing call before Davos

hij heeft een vergaderverzoek gestuurd voor vrijdag...

---

**Van:** [redacted]@minvws.nl>  
**Verzonden:** maandag 6 januari 2020 10:55  
**Aan:** [redacted]@minvws.nl>  
**Onderwerp:** RE: Global Coalition for Value in Healthcare: Briefing call before Davos

Laten we nog even de reactie van [redacted] afwachten. Kan zo maar dat de call op woensdag of donderdag zal plaatsvinden.

---

**Van:** [redacted]@minvws.nl>  
**Verzonden:** 06 January 2020 10:10  
**Aan:** [redacted]@minvws.nl>  
**Onderwerp:** RE: Global Coalition for Value in Healthcare: Briefing call before Davos

Dag [redacted]

Ik werk niet op vrijdag. Ik zal het materiaal doornemen en mijn commentaar aan je doorgeven. Verplaatsen mag natuurlijk ook. Wat jij liever hebt.

Groet,  
[redacted]

---

**Van:** [redacted]@minvws.nl>  
**Verzonden:** zondag 5 januari 2020 16:56  
**Aan:** [redacted]@weforum.org>  
**CC:** [redacted]@weforum.org>; [redacted]  
[redacted]@minvws.nl>

**Onderwerp:** RE: Global Coalition for Value in Healthcare: Briefing call before Davos

Dear [REDACTED]

Best wishes for the new year.

I apologize for the late reply of your mail. Due to the Christmas leave I am a bit behind when handling my mail.

As requested, I filled in the doodle with a few options.

- Wednesday Jan 8<sup>th</sup> – 15:00
- Thursday Jan 9<sup>th</sup> – 15:00-17:00
- Friday Jan 10<sup>th</sup> – in the morning

I would also like to involve [REDACTED] in this conversation.

@ [REDACTED] do you have a preference?

Hope we can meet in the short term.

Greetings from The Hague,

[REDACTED]

Met vriendelijke groet, Best Regards,

[REDACTED]

Ministerie van Volksgezondheid Welzijn en Sport | Ministry of Health, Welfare and Sport  
Bezoekadres: Parnassusplein 5 | [REDACTED] | 2511 VX | Den Haag | The Netherlands  
Postadres: Postbus 20350 | 2500 EJ | Den Haag | The Netherlands  
T [REDACTED]  
[REDACTED] | [REDACTED]

---

**Van:** [REDACTED] <[REDACTED]@weforum.org>

**Verzonden:** 16 December 2019 16:08

**Aan:** [REDACTED] <[REDACTED]@minvws.nl>

**CC:** [REDACTED] <[REDACTED]@weforum.org>

**Onderwerp:** RE: Global Coalition for Value in Healthcare: Briefing call before Davos

Dear [REDACTED]

I hope this email finds you well.

Following up on the email below, we would like to set up a briefing call with you sometime in December - beginning of January for a briefing call.

Could you please let us know your availability by using this [link](#)?

We look forward to hearing from you.

Best regards,

[REDACTED]

---

**Van:** [redacted] namens [redacted]  
**Aan:** [redacted]  
**Cc:** [redacted]  
**Onderwerp:** FW: WEF Global Coalition for ViHC: Briefing call before Davos (MoH of the Netherlands)  
**Begin:** 10 January 2020 10:00:00  
**Eind:** 10 January 2020 11:00:00  
**Locatie:** Call  
**Bijlagen:** [EB AM20 Pre-briefing as of Jan 9.pptx](#)

---

Verzonden met BlackBerry Work  
(www.blackberry.com)

Van: [redacted]@weforum.org <mailto:[redacted]@weforum.org> >  
Wanneer: 10 jan. 2020 10:00  
Onderwerp: WEF Global Coalition for ViHC: Briefing call before Davos (MoH of the Netherlands)  
Locatie: Call

Dear all,

Thank you for accepting the invitation.

I've attached the updated pre-reading material.

I look forward to our call.

Best regards,

[redacted]

-----

Let's meet via the World Economic Forum's video conferencing platform.

Meeting ID: 3295141#

- To join from your desktop or mobile device, please click here <https://weforum.vidyocloud.com/join/GG2fvRHBr1>

- To join from a telephone dial one of the following numbers:

Switzerland: +41 615880269

The Netherlands: +31 858883145

\*Full list of access numbers : <https://support.vidyocloud.com/hc/en-us/articles/115003788268-How-Do-I-Use-VidyoCloud-Voice-Access-Numbers-> <[https://support.vidyocloud.com/hc/en-us/articles/115003788268-How-Do-I-Use-VidyoCloud-Voice-Access-Numbers->](https://support.vidyocloud.com/hc/en-us/articles/115003788268-How-Do-I-Use-VidyoCloud-Voice-Access-Numbers-)

**Van:** [redacted] namens [redacted]  
**Aan:** [redacted]  
**Cc:** [redacted]  
**Onderwerp:** FW: WEF Global Coalition for Value in Healthcare: Executive Board Call (Q1)  
**Bijlagen:** [image001.png](#)  
[Executive Board Pre-Read April 2020.pdf](#)

---

Zie jij mogelijkheid om de pre-read te bekijken en deze meeting bij te wonen? Gaat vooral over ICHOM als ik het zo snel bekijk.

Gr,  
[redacted]

-----Oorspronkelijke afpraak-----

**Van:** [redacted]@weforum.org <mailto:[redacted]@weforum.org>  
**Verzonden:** 28 February 2020 12:30  
**Aan:** [redacted]

**Cc:** [redacted]

**Onderwerp:** WEF Global Coalition for Value in Healthcare: Executive Board Call (Q1)  
**Tijd:** 09 April 2020 15:00-16:00 (UTC -01:00) Brussel, Kopenhagen, Madrid, Parijs.  
**Locatie:** <https://weforum.zoom.us/j/677847184>

Dear Executive Board Members,

You are cordially invited to join the Executive Board update call for the Value in Healthcare Global Coalition.

Pre-reading material is attached.

Join Zoom Meeting  
<https://weforum.zoom.us/j/677847184>

Meeting ID: 677 847 184

One tap mobile  
12133388477,,677847184# US  
8778535247,,677847184# US Toll-free

Dial by your location  
1 213 338 8477 US  
877 853 5247 US Toll-free  
41 31 528 09 88 Switzerland  
0 800 002 622 Switzerland Toll-free  
0 800 561 252 Switzerland Toll-free  
81 3 4578 1488 Japan  
00 663 381 4092 Japan Toll-free  
Meeting ID: 677 847 184

Find your local number: <https://weforum.zoom.us/u/aoMIqbbK0>

Join by SIP: 677847184@zoomcrc.com <mailto:677847184@zoomcrc.com>

We look forward to our call.

Best regards,  
[redacted]  
[redacted]

Global Health and Healthcare Industries

World Economic Forum | [www.weforum.org](https://www.weforum.org) <[https://urldefense.proofpoint.com/v2/url?u=http-3a\\_\\_www.weforum.org\\_xcd-DwMtgatQ&c-FyTjmTD2IsLxJqwPQvEZg&r\\_xmPt9s40sLA7ov2vehoUpH9Dv-X1JZ0djtNszoP4zYF8&m-8gTewgyKenc3EQjGwnB0bqNcqV09ZsjLhtICIDTTVW0&s-aGyOq0aW44pDEx5BmYSN1ibZ44ZMr\\_Q6wach-Yrm3Nw&c-](https://urldefense.proofpoint.com/v2/url?u=http-3a__www.weforum.org_xcd-DwMtgatQ&c-FyTjmTD2IsLxJqwPQvEZg&r_xmPt9s40sLA7ov2vehoUpH9Dv-X1JZ0djtNszoP4zYF8&m-8gTewgyKenc3EQjGwnB0bqNcqV09ZsjLhtICIDTTVW0&s-aGyOq0aW44pDEx5BmYSN1ibZ44ZMr_Q6wach-Yrm3Nw&c-)>

Join 3297380 using any of the following options:





**Global Coalition for  
Value in Healthcare**

**WORLD  
ECONOMIC  
FORUM**

COMMITTED TO  
IMPROVING THE STATE  
OF THE WORLD

## **Executive Board April 2020**

**“A public private platform to  
accelerate value-based health  
systems transformation”**



00

# Agenda

- 01 Update on COVID Action Platform
- 02 Update on Global Coalition for Value in Healthcare since Davos
- 03 [REDACTED] Executive Board Membership
- 04 [REDACTED] Sustainability Concept
- 05 AOB

April 2020

# COVID Action Platform

*Acting as partner to WHO, we are mobilizing all stakeholders to protect lives and livelihoods*

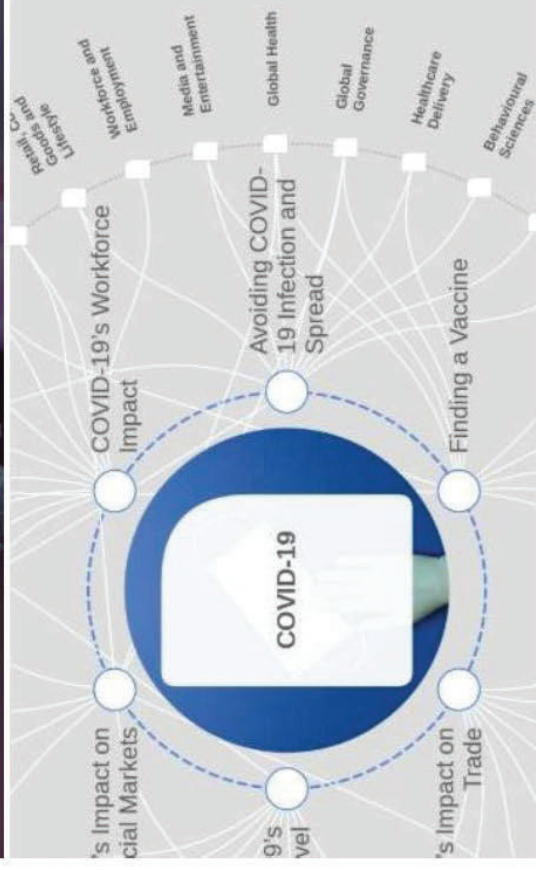


## The new COVID Action Platform will focus on three priorities:

- Galvanize the global business community for collective action
- Protect people's livelihoods and facilitate business continuity
- Mobilize cooperation and business support for the COVID-19 response

## How to contribute

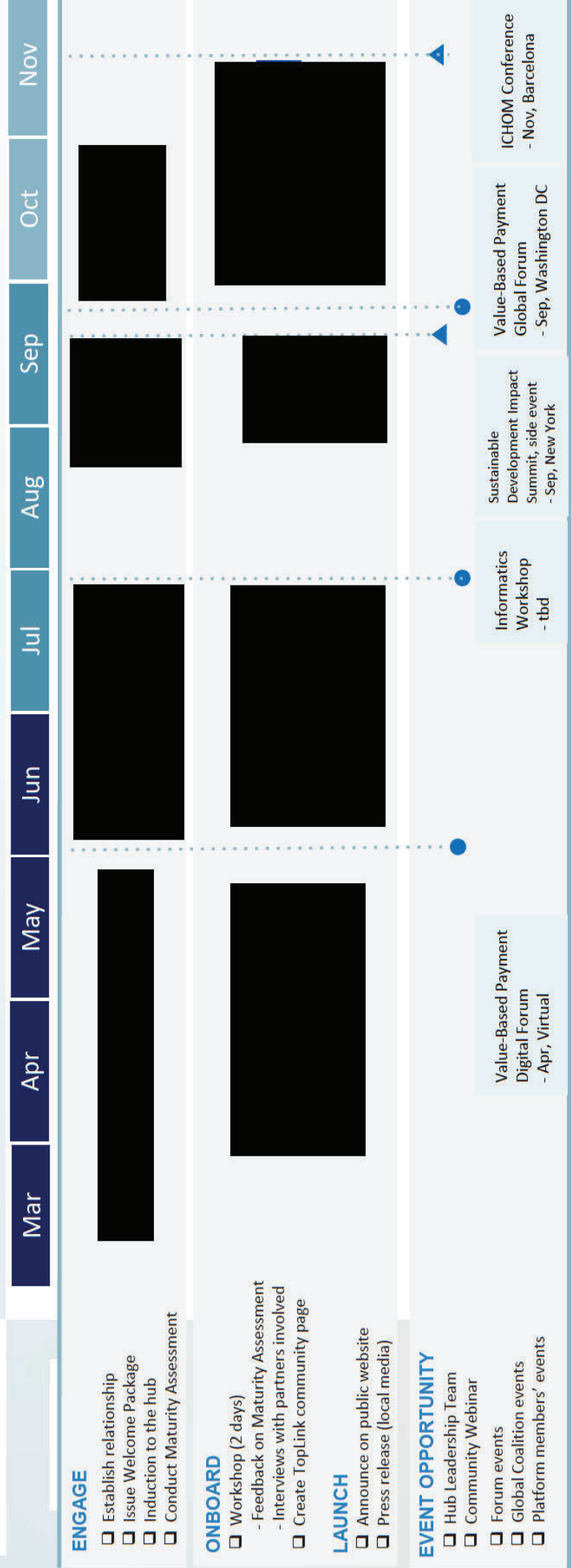
- Contribute knowledge and know-how
- Provide logistical, technical or communications support
- Second an individual from your organization to work full- or part-time to scale up the Platform and play an integral role in shaping the global response



Learn more >> [wef.ch/covidactionplatform](https://wef.ch/covidactionplatform)

# Update since Davos

Hub onboarding plan



Communication  
Toolkits

Introduction Email



Welcome (Welcome.msg)

Onboarding Guide



Survey  
VBHC Maturity Assessment



Project Guide



Digital Community



# Value-Based Payment Event

May-June tbd, Digital Convening

Through the activities of the global forum on Value-Based Payment, we aim to catalyze reform efforts globally to deliver high quality, efficient, sustainable healthcare, and establish a global community of experts on value-based payment.

### Proposed Agenda: **Session 1 – Global Outlook on Value-based Payment Reform**

- Evidence to date and how payment models can accelerate the transition to value-based healthcare
- Introduce the new framework and discuss global case examples that highlight diversity of payment transformation efforts

### **Session 2 – Paying for Health during COVID-19**

- How accelerated structural changes can help countries respond more quickly to pandemics
- Share examples of our partners' quick responses
- How value-based payments can be used to better address and handle future outbreaks and pandemics
- How the present crisis could accelerate the adoption of value-based healthcare

**Proposed Output: launch an international community of practice on value-based payments**

# Executive Board Membership



- [REDACTED] will replace [REDACTED] on the Executive Board.
- Following Minister Bruins resignation, the newly appointed Minister of Health, Welfare and Sport of the Netherlands will join the board in 3 months.



## ██████████ Sustainability Concept

During the Executive Board in Davos, members expressed a desire to use the Global Coalition's mandate to mobilise funds in support of ██████████ transition to a new business model. We are therefore supporting the formation of a special purpose fund, governed by public & private partners to assure ██████████ sustainability whilst retaining it's neutrality and independence as a public good. Interested parties are encouraged to join a videoconference to discuss this during the week commencing April 20<sup>th</sup>.

**Video Conference on ██████████ ██████████**

**Date: Tbd week commencing April 20<sup>th</sup>**

### Proposed Agenda

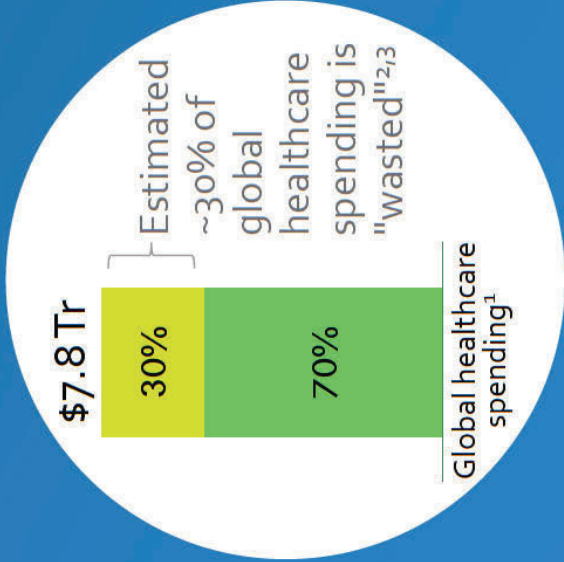
- Convening of interested parties
- Proposed governance structure
- Legal review of partnership
- Business review of ██████████
  - Profit and Loss
  - Cash flow
  - Distribution model





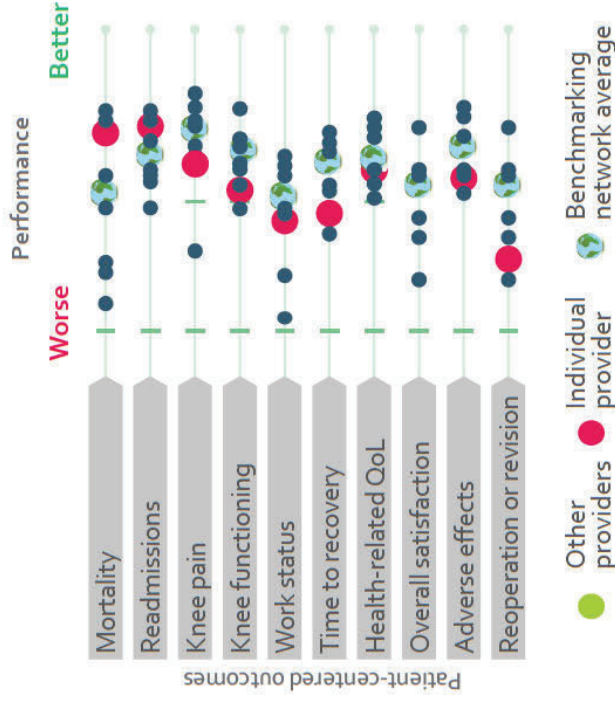
# 4.1

Value-based healthcare has the potential to unlock **\$2+ trillion** in better use of resources globally by eliminating wasted spend

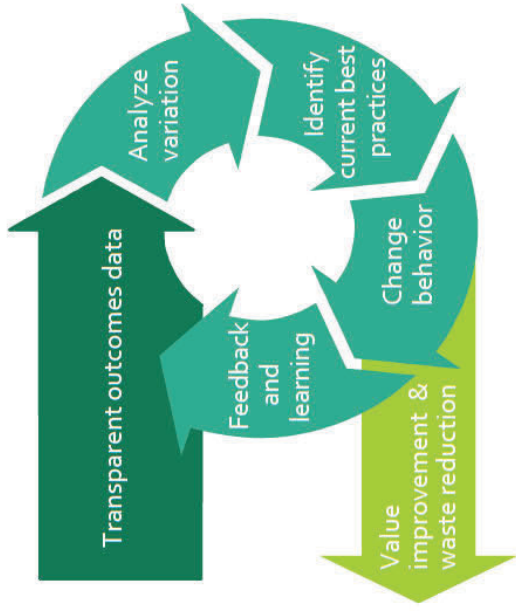


## Standardized outcomes are needed to unlock \$2+ trillion in savings from VBHC

Standard outcomes measures make benchmarking possible...



...which enables the continuous learning needed for VBHC



1. Spend for 2017, WHO: Global Spending on Health, 2019 2. Per WEF Value in health care estimate 3. Elusive Waste: The Fermi Paradox in US Health Care, by Dr. Don Berwick .

Note: Global savings are based on assumption that VBHC can save 30% in healthcare spending

## 4.2

# UNIQUELY POSITIONED TO ENABLE SYSTEM TRANSFORMATION

## The Vision

Unlock the potential of value-based healthcare...

...by **defining global Standard Sets** of outcome measures that matter most to **patients**

...and **providing solutions to remove technical integration and operational barriers**, thereby facilitating adoption and reporting of these metrics

...and to align **all stakeholders** on contributing to HC system sustainability:

- Patients: ability to make informed decisions
- Providers/payers (including employers): intelligence on their performance versus others and drive improvement
- Pharma and MedTech: prove net contribution to patient value and system productivity



**Neutral, independent and patient centered** non-profit organization



**Network of 1000+ clinical thought leaders & patients** engaged globally



**Global reach**, top annual conference and leading digital convener of pioneers and leaders in VBHC



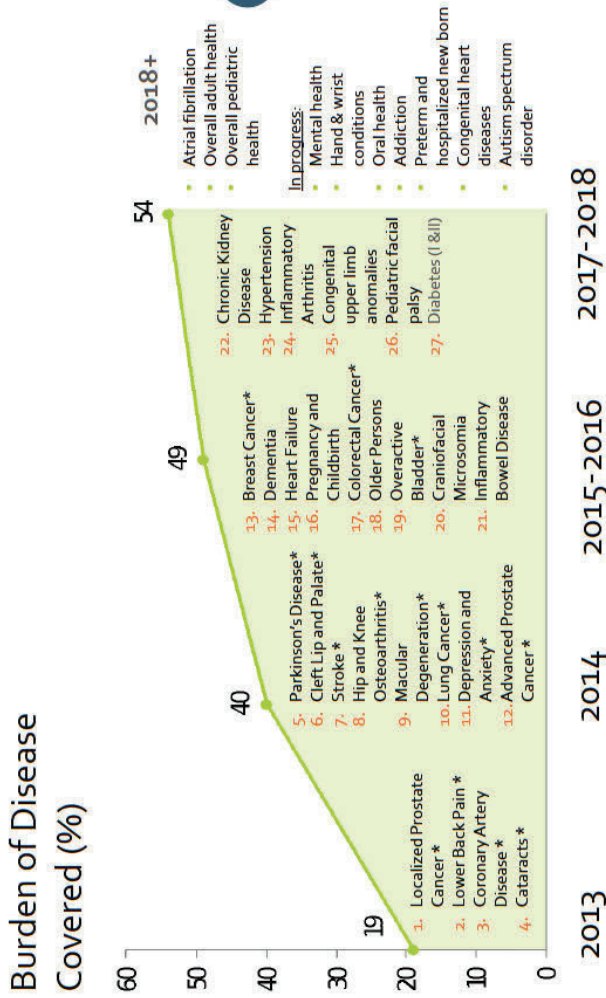
**Agile**, having established 30 standard sets in just eight years with 24 in peer reviewed papers

# 4.3

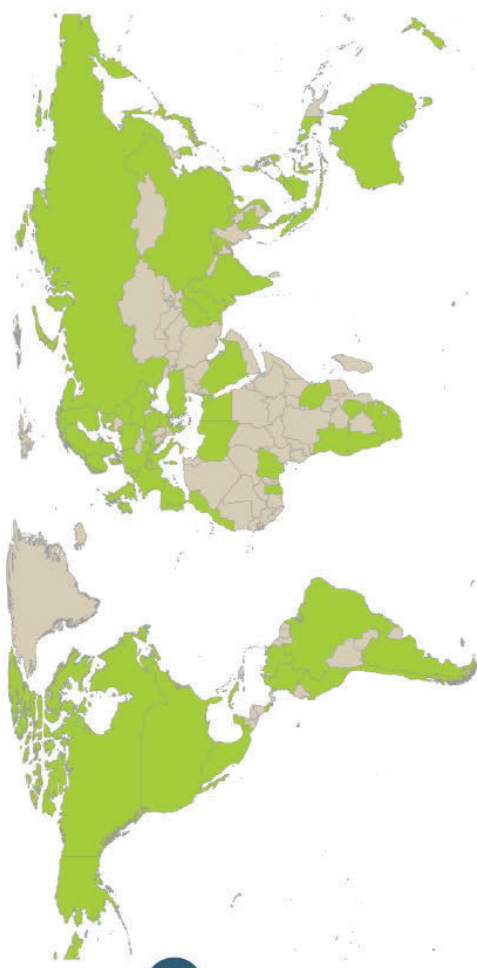
## SETS COVER >50% OF DISEASE BURDEN & ARE USED GLOBALLY

Global standards for measurement of **outcomes that matter to patients**, defined for specific patient groups or populations segments. Available **open source** with development of new standard sets financed by patient advocacy groups or other non-commercial sponsors

### Cover ~50% of the global disease burden



...with estimated ~35k downloads globally since launch

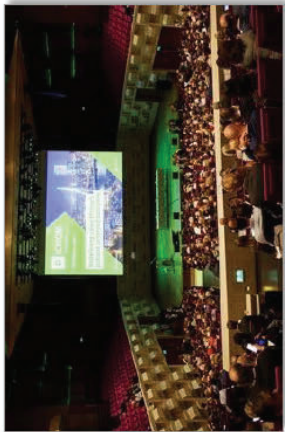


Source: Percentage of global disease burden coverage is based on Global Burden of Disease Study 2016. Global Burden of Disease Study 2016 (GBD 2016) Results. Seattle, United States: Institute for Health Metrics and Evaluation (IHME), 2016.

## 4.4

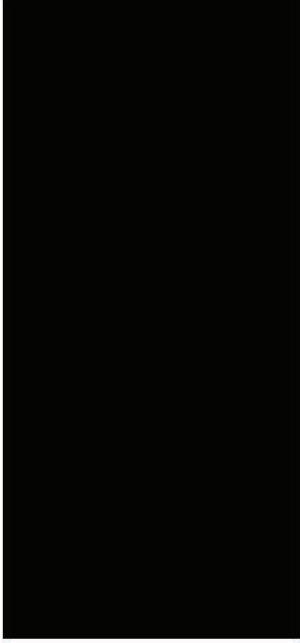
# HAS A PLATFORM OF STRONG ASSETS TO SUPPORT ADOPTION OF ITS STANDARD SETS

*Extend our influence and further goal of driving adoption*



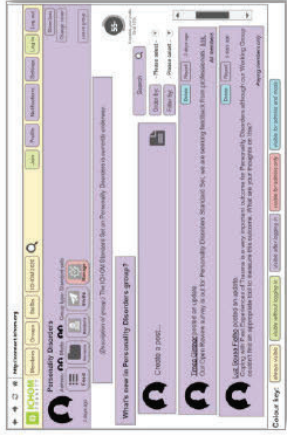
### Conferences

8 branded conferences since 2012. Latest in 2019 in Rotterdam gathered >1200 from 40+ nations. The globally leading forum to accelerate VBHC adoption. Sharing ideas and innovative best practice on how patient centered outcomes drive better value for all stakeholders



### Partnership Program

Created to meet the needs of healthcare providers for support in the implementation of standard sets. partners with selected qualified local consulting firms who support implementation work. Partners pay fee to for being "certified implementers"



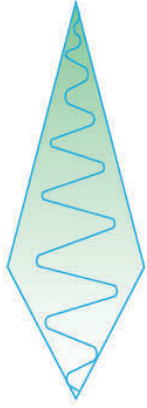
### Connect

is a platform in which global community can meet virtually, compare outcomes on standard sets and share improvement stories on topics like PROMs measurement, outcome analytics and data/outcomes visualization. Users pay annual subscription fee for access

## 4.5

# NEXT STEP IN OUR JOURNEY IS TO ACCELERATE ADOPTION AND IMPACT OF OUR STANDARD SETS

### 1. MACHINE READABLE SETS



Develop and maintain **machine readable** standard sets. Includes:

- **Harmonizing** terms across conditions to support new set development and multi-morbidity analysis
- **Alignment to external informatics** standards (e.g. SNOMED, LOINC) to automate integration into EMR or other clinical software and simplify data extraction

### 2. ANALYTICS PLATFORM



Develop an **analytics** platform for outcomes. Would provide:

- Trusted **benchmarking**
- Basis for other **analytics**
- Potential to support with global **clinical trials** – randomized observational studies

Currently pursuing software partner for development

New products are critical to deliver on [redacted] **vision** and to ensure **sustainable business model** for [redacted]

## SHIFT IN BUSINESS MODEL REQUIRES BRIDGE FUNDING OVER 3-5 YEARS

### 2 fundamental shifts in business model:

1. Given current Standard Sets already cover >50% of global disease burden, will see fewer development of standard sets and associated decline in revenue
2. Shifting away from donations-based model to a more self-sustaining business focused on machine readable sets and analytics

We anticipate the transition to a sustainable business model will take [REDACTED] ~3-5 years.

During this time period, we anticipate needing [REDACTED] in bridge funding to facilitate this evolution, and deliver an operational versioning model that can enable the global savings from VBHC

#### Upside:

- Machine readable sets: Soft launch of MVP<sup>1</sup> in late 2020; with full launch in 2021
- Analytics platform<sup>2</sup> : Launch in 2022 with partner (room for negotiation on terms)

#### Downside:

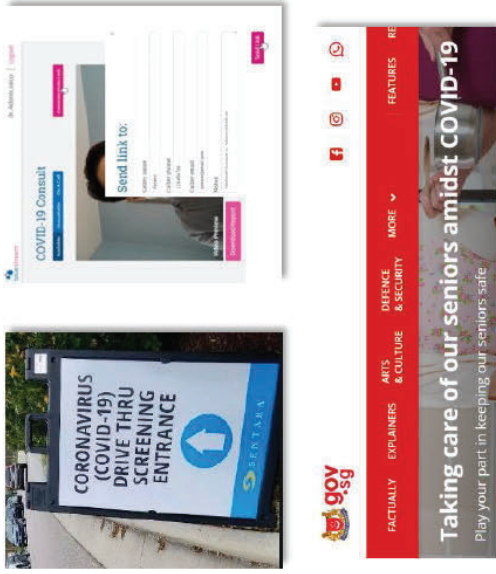
- Machine readable sets: Launch in 2022
- Analytics platform<sup>2</sup> : Launch in 2023 with partner (room for negotiation on terms)

New Products	Analytics platform
	Machine readable sets
Enhancements	Education Enhancements
	Standard Set enhancements
Non-Product	Co-founders & donations
	In kind donations
	Grants
Current core products	Conferences
	Partnership programs
	ICHOM connect
	Standard Sets

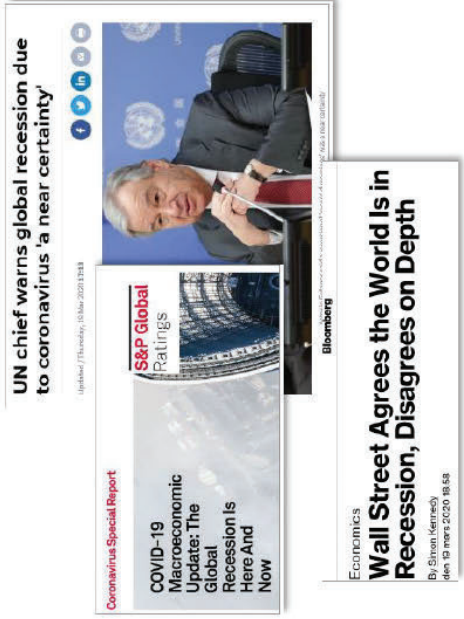
1. MVP version will only be available for a small subset of standard sets 2. Assumes 10% licensing fee from platform. Potential to negotiate more favorable terms

# Time for action is now

COVID-19 forces **innovative ways of working** to deliver best possible value for defined subpopulations and **patients** across communities globally...



...and simultaneously leading us into a global recession, which will **increase pressure on healthcare cost containment** over several years



**The result:**

Strong incentives to rapidly adapt care to patient needs and eliminate waste...

... by sharing learnings and best practice through data standardized data and international platforms



## NEXT STEPS FOR CONVERSATIO N IN MID-APRIL

- Convene interested parties
- Resolve **open questions** from our discussion today
- Define **governance model** for the fund to support [REDACTED] transition to a sustainable business model, while maintaining [REDACTED] neutrality and independence

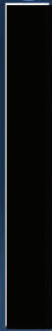


ANY OTHER  
BUSINESS

Thank you!

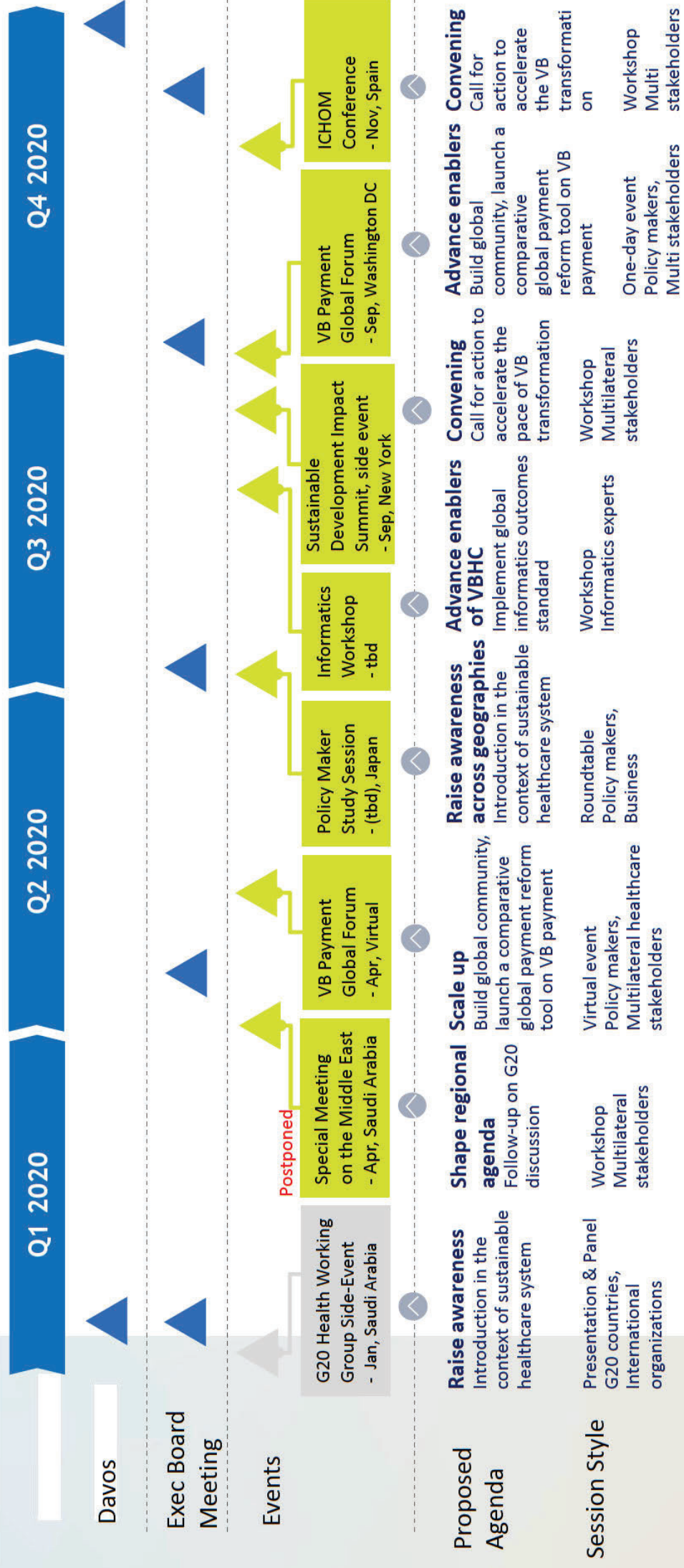


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# appendix

# Global Schedule of Events



Davos

Exec Board Meeting

Events

Proposed Agenda

Session Style

**Robust team at [REDACTED] in place to ensure successful execution**

