



CASE STUDY ALZIRA MODEL

Innovative solutions to improve the health and experience of patients

riberasalud.com



Spanish healthcare system

The Spanish healthcare system

- The Spanish NHS is a universal system that covers the entire population.
- It is financed by taxes.
- It is inspired by the British NHS.
- Decentralized system. Healthcare devolved to the regions. 17 regions in total.
- The Valencia Region is composed of 24 health departments.
- Each health department consists of 1 hospital + primary care centers.

The employees of the Spanish NHS are civil servants.



Who we are

Who We Are

Business model

Ribera serves both government programs and private pay patients. Ribera manages PPP projects, Private hospitals and single specialty/services in different regions in Spain (10 hospitals with 1,650 beds; 71 primary care centers), Slovakia and the Czech Republic.

Strategy

During the last years, Ribera has been embarked on a diversification process from an exclusively PPP operator to a private integrated health provider. Geographical expansion focused on Spain, Portugal, Central and Eastern Europe and LATAM.

There are several add-on projects currently under negotiation that will require a supportive shareholder, not only from a financial perspective, but also from the angle of commitment with the project.



9 hospitals
(2 University Hospitals)



6,000
Professionals



46
Quality Accreditations



1,000,000
Patients annually



41
Primary Care centers



1,710
Beds



241,000
"Yo Salud" Portal users



175
National and Int'l awards



1
Technological division



1
University School of Nursing.



1
Laboratory division



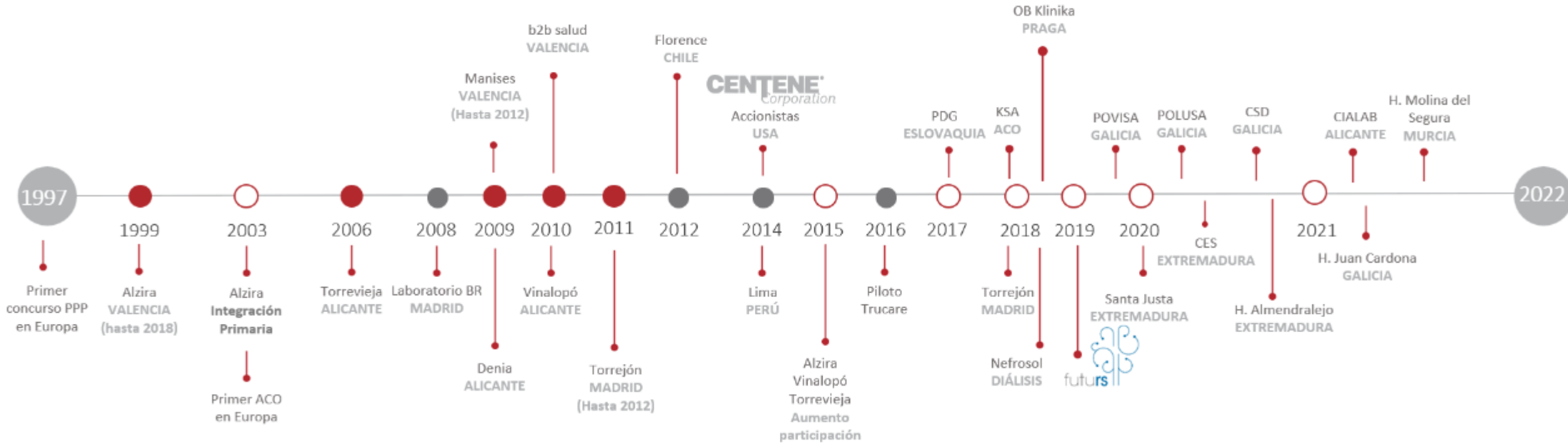
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Procurement platform



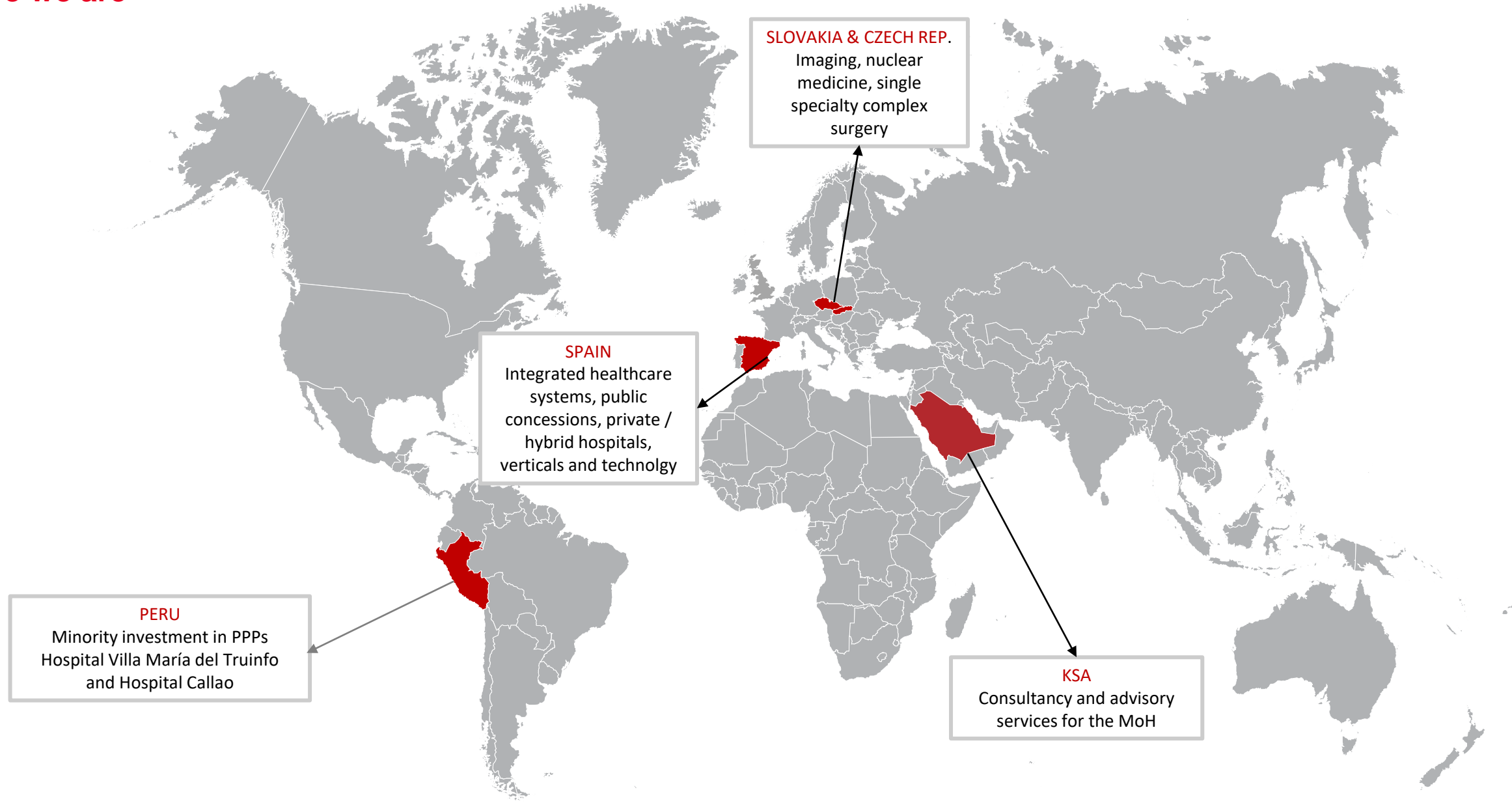
- The latest diagnostic and therapeutic technology
- High levels of patient satisfaction and trust
- Treatment that is close and personalized
- Facilities that guarantee greater privacy and comfort
- Easy access to care
- Faster response times
- Free choice of hospitals and professionals
- Technological tools available for citizens

Who we are

Our history

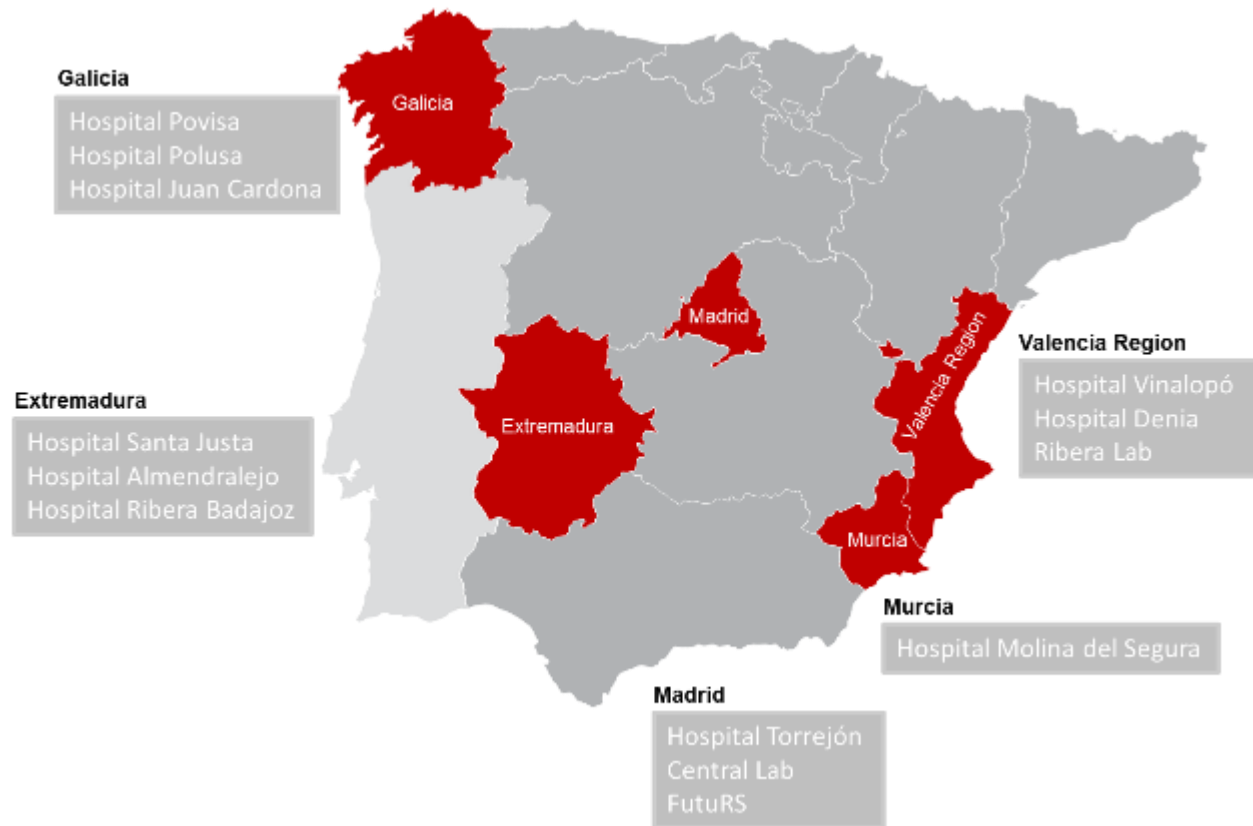


Where we are



Where We Are in Europe

Spain



Slovakia and Czech Rep.

OB KLINIKA

PRO DIAGNOSTIC GROUP, a.s.

Top 10 Leading provider of Bariatric Surgery in EU region

Bariatric Surgery
Orthopedics and Plastic surgery

+500 surgeries annually
+20k Outpatients annually

Contracts with all 7 HICs

30 Beds
3 Theatres
+ 50 Specialists

Leading provider of radiology and nuclear medicine in Slovakia. Also present in Czech with 2 locations (Prague and Melnik)

Nuclear Medicine
Radio diagnostic

14 centers located throughout Slovakia and the Czech Republic

Contracts with all 3 HICs

Cutting-edge Technology

115.597 Examinations in 2020

Ribera model

Key ideas

Fundamental principles of the Alzira model



Public Ownership



Public Control



Public Funding



Private Provision

Public Funding. The payment is based on a capitation payment system. The Administration pays the concessionaire company an annual fixed and pre-established amount for each of the inhabitants ascribed to it.

Public Ownership. The public nature of the health service is guaranteed at all times. The health center remains a public hospital, built on public ground and belongs to the network of public hospitals.

Public Control. The concessionaire company has to comply with the clauses set out in the bid specifications. The Administration has the power to control and inspect it, as well as regulatory and sanction authority.

Private Provision. The provision of health care service is allotted, for a pre-established period of time, to a concessionaire company that is committed to the successful operating and management of the public service.

Ribera Model

Hospital Transformation

TRANSFORMATION = **PERMANENT GOAL**



Ribera Model

First ACO in Europe

Fundamental Principles



Public-Private Partnerships
Government Sponsors



Single Budget
Accountability
Money Follows the Patients



Cross-cutting Provision
Healthcare Coordination



Synergies
Scalability
Community
Technology

Ribera Salud's model combines the strengths of:

- A citizen-centered clinical management strategy
- Modern HR management
 - A cross-functional Information System



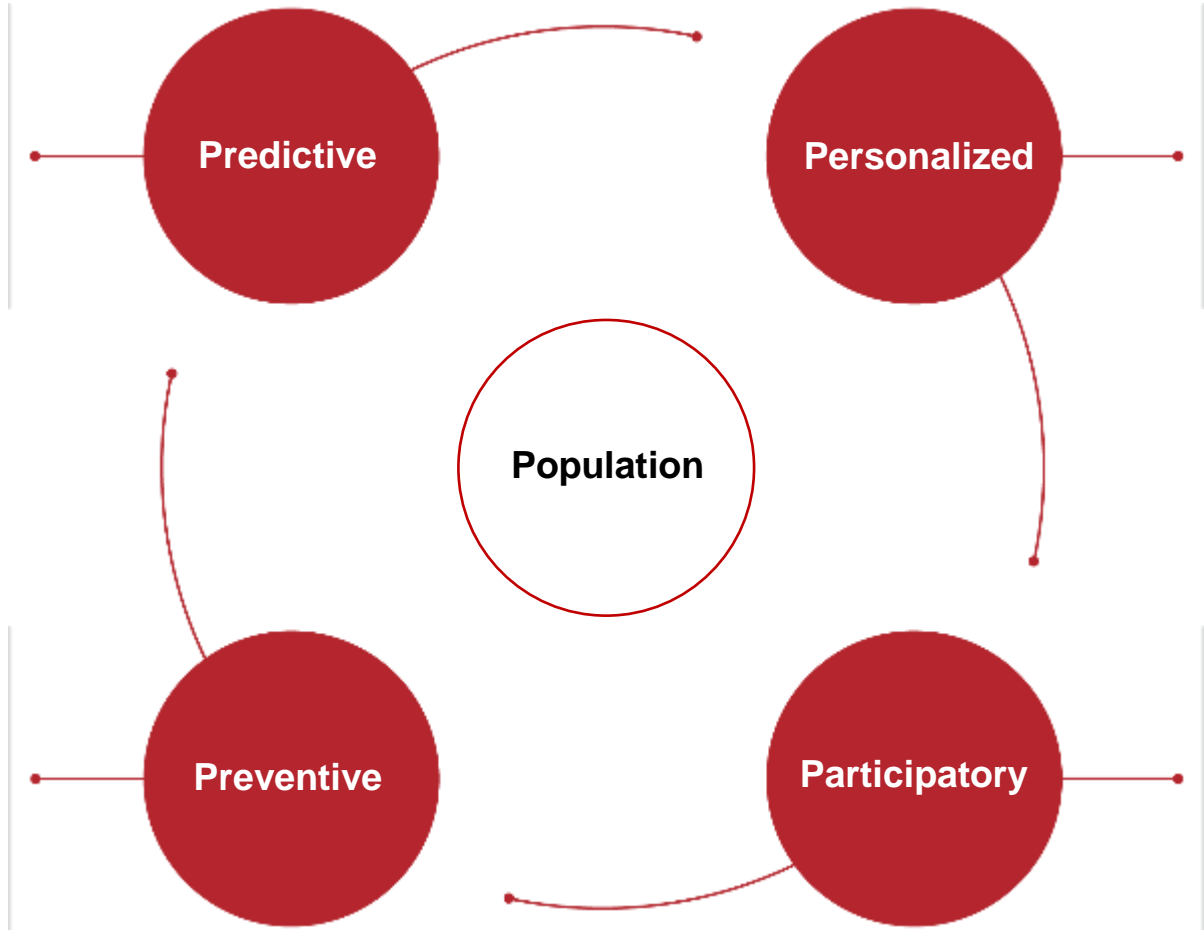
The "Ribera Salud Triangle of Success"

Ribera's Model relies on its in-house developed Population Health Management (PHM) Programs that aggregates risk-adjusted clinical, financial, and operational data from across the health care systems which develops appropriate citizen-level treatment models and facilitate effective allocation of resources

Transformation & Innovation

Population Health management program

Development of a predictive model of the risk associated with each patient based on different risk adjustment systems



Each citizen has a health plan adapted to their needs, general condition and chronic diseases

The program includes interventions for disease prevention and health promotion

Each citizen is directly involved in their care plans

WHAT DID WE OFFER?

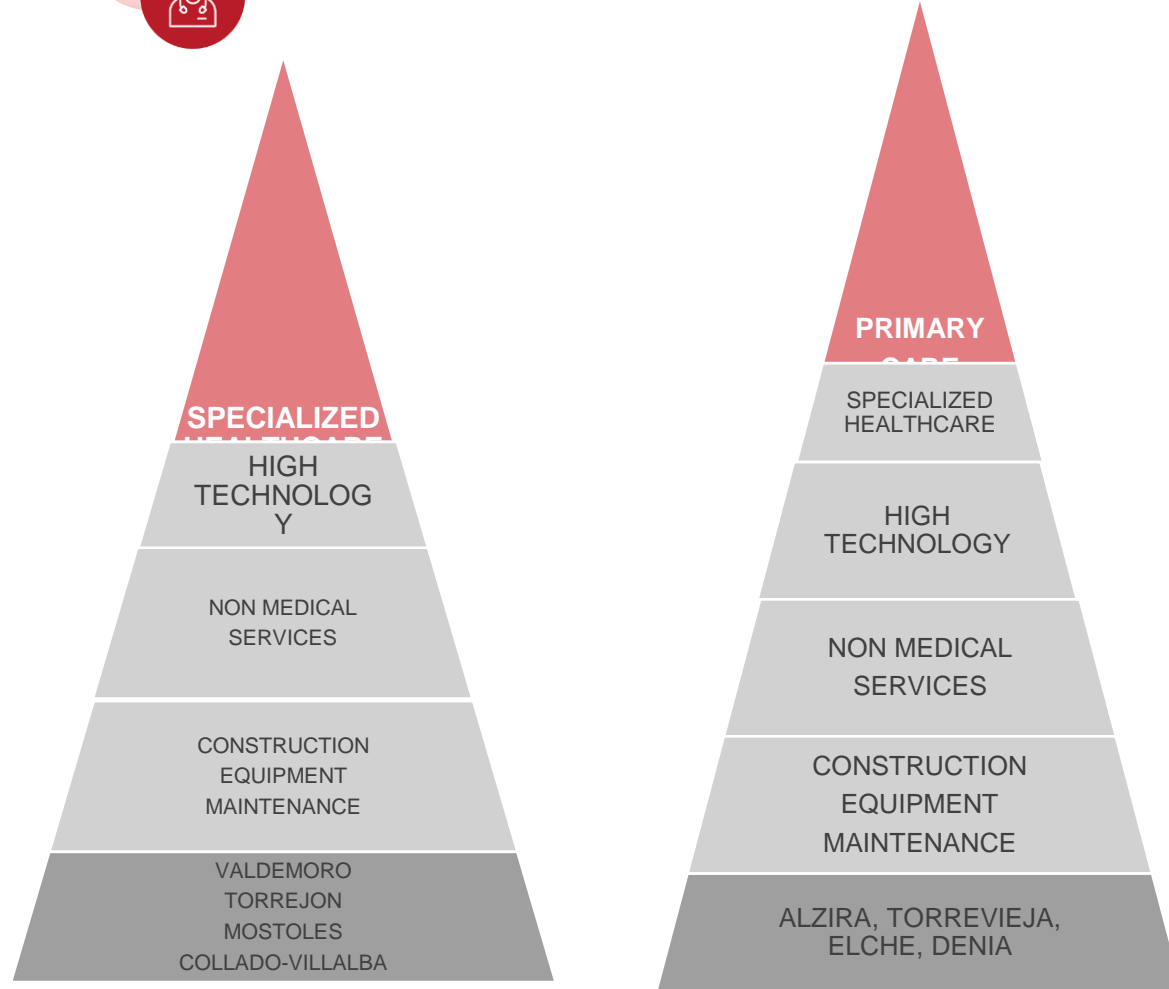
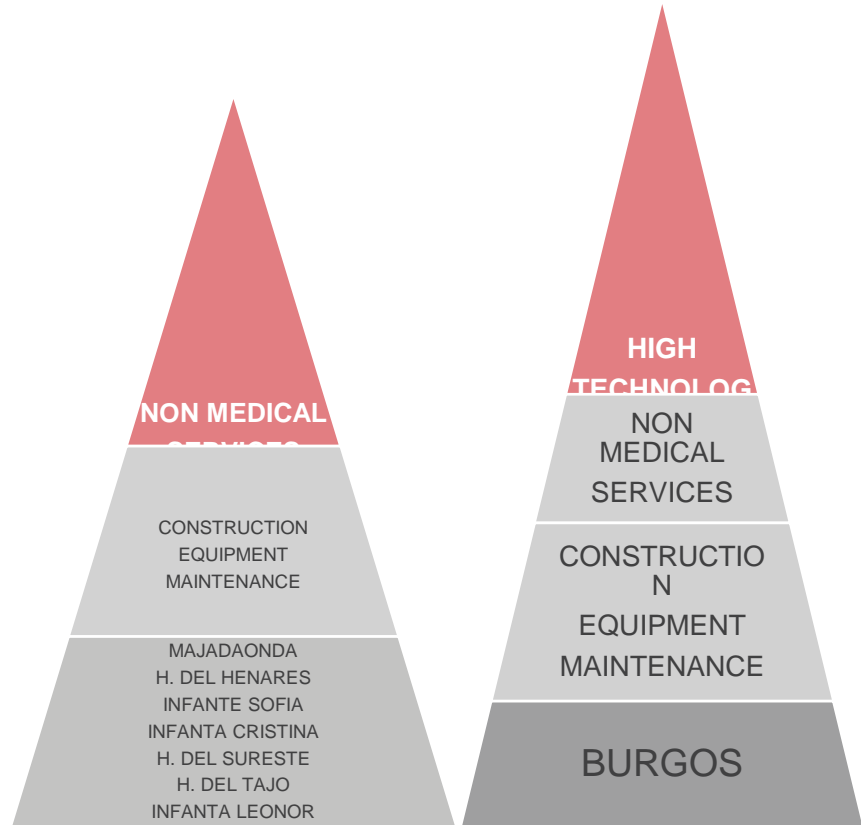
ADMINISTRATIVE CONCESSIONS IN SPAIN



Without clinical management



With clinical management



EACH MODEL IS THE ANSWER TO DIFFERENT QUESTIONS :

PFI - Who will help me to finance an infrastructure?

PPP – Who will help me to manage the expenditure caused by the infrastructure?



nUNB

nUNB

REHABILITÁCIE

Block design

Concession model for nUNB

COMPETITIVE DIALOGUE

In 2015, the Ministry of Health of the Slovak Republic started looking for a partner for the PPP project of a new University Hospital in Bratislava.

Competitive dialogue with Ribera Salud and 4 other interested parties took place between 2015 and 2016.

Cancelled in November 2016
No nUNB until today

PLANS FOR nUNB

Location: Patronka
Concession period: 30 years

According to ministry calculations, the hospital should have cost in the range of 200 to 250 mil. EUR.

The modern hospital was to have approximately 880 beds, to handle 44,000 hospitalizations, 875,000 outpatient visits, 610,000 diagnostic procedures and 47,000 operations a year.

PROJECT WORK DONE ALREADY

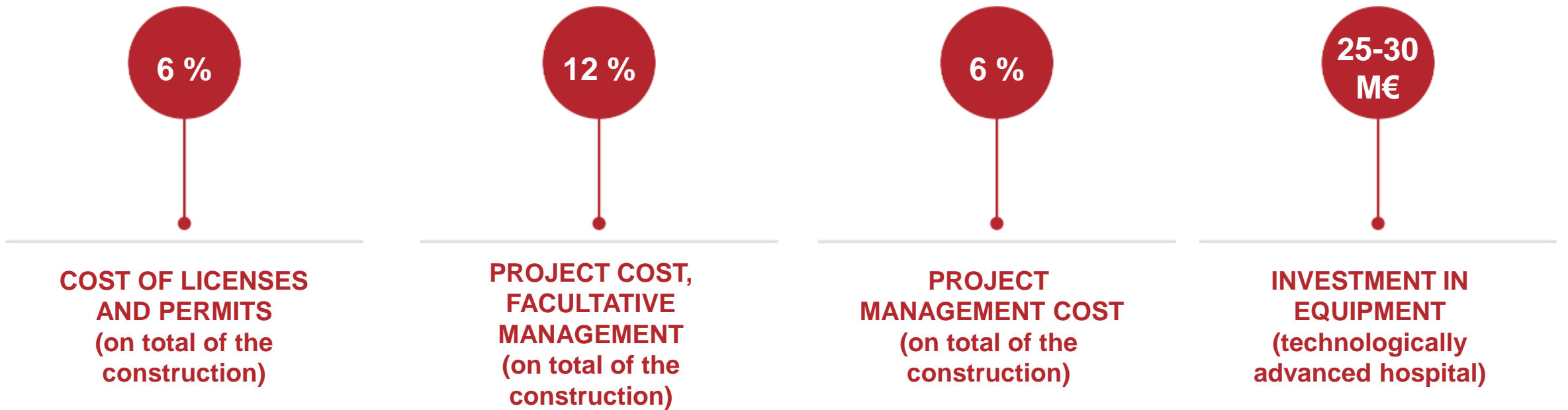
Ribera Salud prepared

- Architectonical study
- Financial model
- Legal contract (concession contract)

All adapted to Slovak healthcare system (!)

- Condition was also to have Agreement on Future Agreement with VŠZP (5 years), and agreement with University

Ribera Salud estimates for nUNB



Recognitions



HARVARD CASE STUDY



BERKELEY UNIVERSITY
OF CALIFORNIA

The logo for the Brookings Institution, featuring the word 'BROOKINGS' in a red, serif font.

BROOKINGS INSTITUTION



5 YEARS FORWARD
VIEW AND THE DALTON
REVIEW. NHS-UK



JOINT COMMISSION
INTERNATIONAL GOLD SEAL
AND ISO.
4 HOSPITALS - 3 PRIMARY CARE
CENTERS



MORE THAN 75 COUNTRIES
AND INSTITUTIONS HAVE
VISITED OUR INTEGRATED
HEALTHCARE PROJECTS (WISH,
WORLD BANK, IDB...)

The logo for Health Affairs, featuring the text 'HealthAffairs' in a red, sans-serif font.

HEALTH AFFAIRS REPORTS



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