

Rijnstate IFR 2022



Rijnstate

Rijnstate. Voorop in zorg voor jou.

Meerjarenstrategie 2022-2024



Ambitie **1**

Waardegedreven zorg

Optimale gezondheidswinst (toekomstige) patiënten

- Zorg van topkwaliteit: topklinisch en transparant
- Wetenschappelijk onderzoek
- Innovatie: ziekenhuis van de toekomst
- Leefstijl en preventie van gezondheidsproblemen



Ambitie **2**

Zorg samen met en rondom de patiënt

Waardevolle oplossingen in multidisciplinaire zorgketens

- Patiënten participatie
- Zorg voor ouderen
- Waardegedreven organisatie
- Juiste zorg op juiste plek
- Samenwerking met zorgpartners



Ambitie **3**

Zorg voor elkaar

Voldoende, vitale en vakbekwame professionals

- Aantrekken en behouden van zorgprofessionals
- Aandacht voor jou
- Opleiden voor de toekomst
- Samen aan het stuur met CMSR en VAR



**Samen
beslissen!**

Ambitie **4**

Zorg voor ziekenhuis en maatschappij

Continuïteit en gezondheid in onze regio

- Financieel gezonde organisatie met passende omzet
- Duurzaam ziekenhuis voor een gezonde leefomgeving
- Digitale transformatie
- Bouw (polikliniek van de toekomst)



Kernwaarden

lef

gastvrij

professioneel

ondernemend



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Rijnstate, locatie ontwikkeling



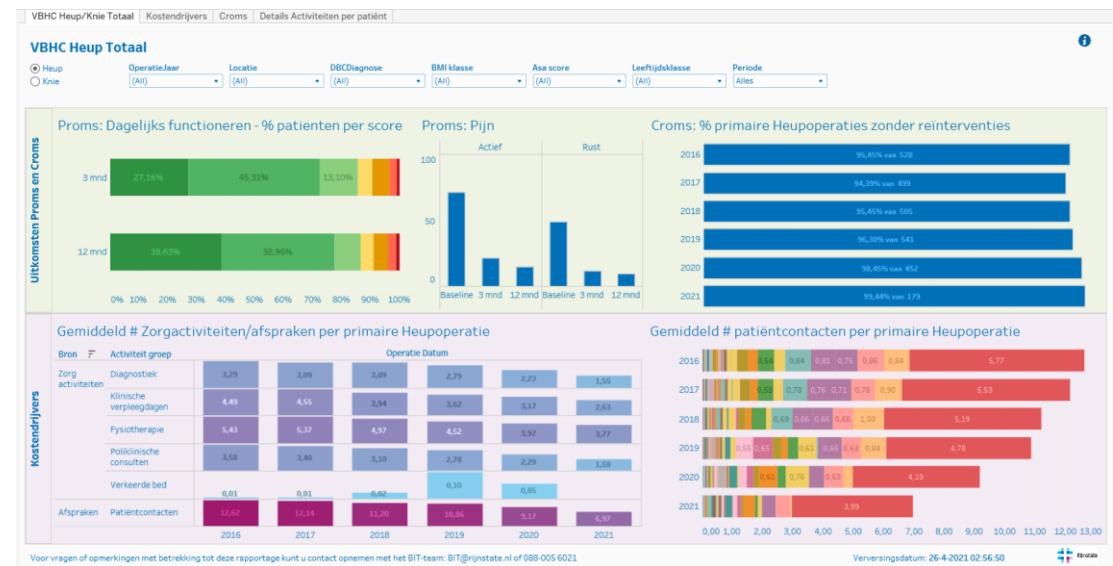
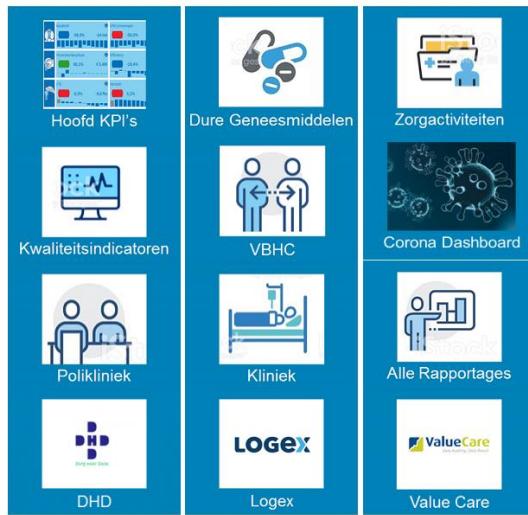
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Transparantie en resultaat data

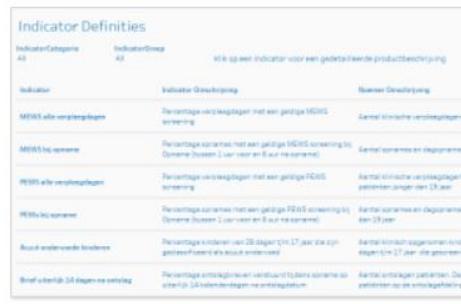
InformatiePlatform



Kwaliteitsindicatoren



Details per patient



Indicator Definities

Financieel 2021

Vermogen	€ 490 Miljoen
Inkomsten	€ 546 Miljoen
Resultaat	€ 8,2 Miljoen
Resultaat in % t.o.v. inkomsten	1.5%
Solvabiliteit	23.8%
Omzet 2022	€ 562 Miljoen
Geneesmiddelen	€ 40 Miljoen



improve verder in zorg



Albert Schweitzer ziekenhuis, Isala, Jeroen Bosch Ziekenhuis, Máxima MC, Noordwest Ziekenhuisgroep, Rijnstate en Zuyderland Medisch Centrum

Data Analytics en Data Platform mProve

- Oprichting AVG-proof Verwerkingsorganisatie **mPlify**
- Ondersteuning Merkbaar Beter projecten
- Voorbereiding Data mining en AI projecten
- Vergroten meerwaarde voor verbetertrajecten
- Betere basis voor benchmarking: Dure geneesmiddelen en Oncologie





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Voorop in zorg voor jou



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TRANSPARENCY IN PRICE NEGOTIATIONS

Nora Franzen

No interest to declare

Julie Vancoppenolle, Valesca Retel, Wim van Harten



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PASYKAF
NETHERLANDS CANCER INSTITUTE
KNAW

Krebsliga schweiz:
ligue suisse contre le cancer
lega svizzera contro il cancro
Kom op tegen Kanker

Irish Cancer Society

ECL
European Cancer Leagues
Association of European Cancer Leagues

KWF
Dutch Cancer Society

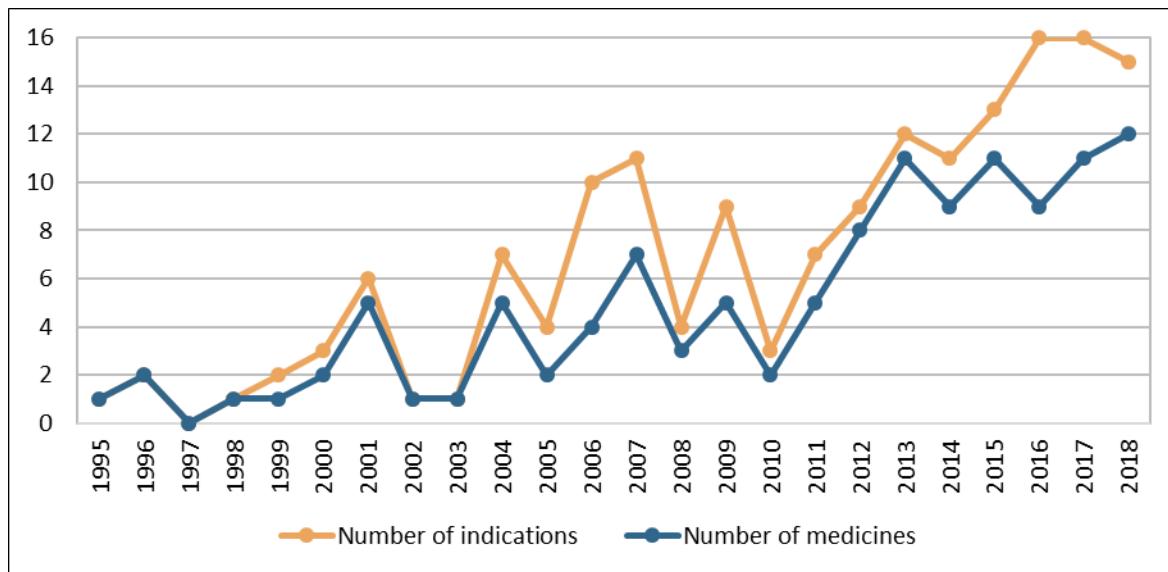
NCU
NORDIC CANCER UNION

OECI
Organization of European Cancer Institutes

Clinical successes in oncology

Background

Number of EMA-approved cancer medicines and indications, 1995–2018



- **Impressive R&D pipeline**
 - 118 approvals of anticancer medicines
 - 164 indications (label extensions)
- **Changed oncology landscape**
 - Personalized treatments
 - Financialization of companies (M&A)

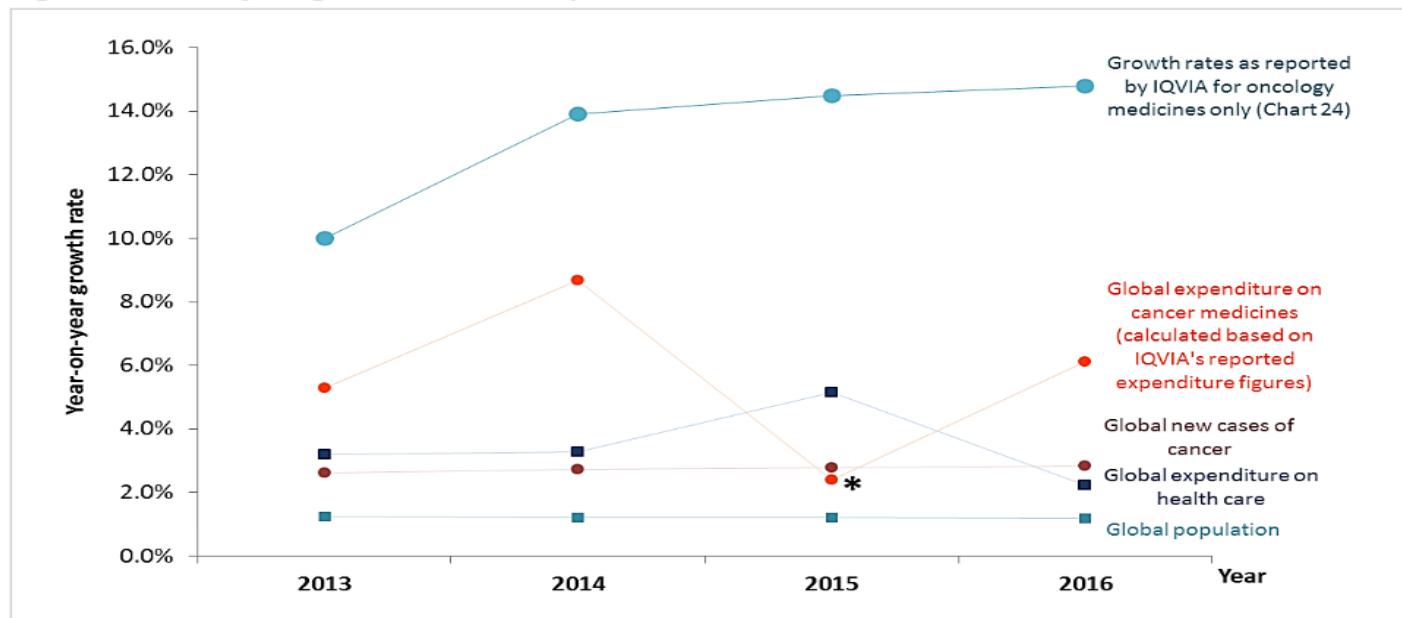
Source: EMA



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Expenditure on anticancer medicines is growing at disproportional high rates



Source: 2018 WHO Technical report, Figure 1.1 on data from the WHO Global Health Expenditure Database (27) and IQVIA Institute for Human Data Science

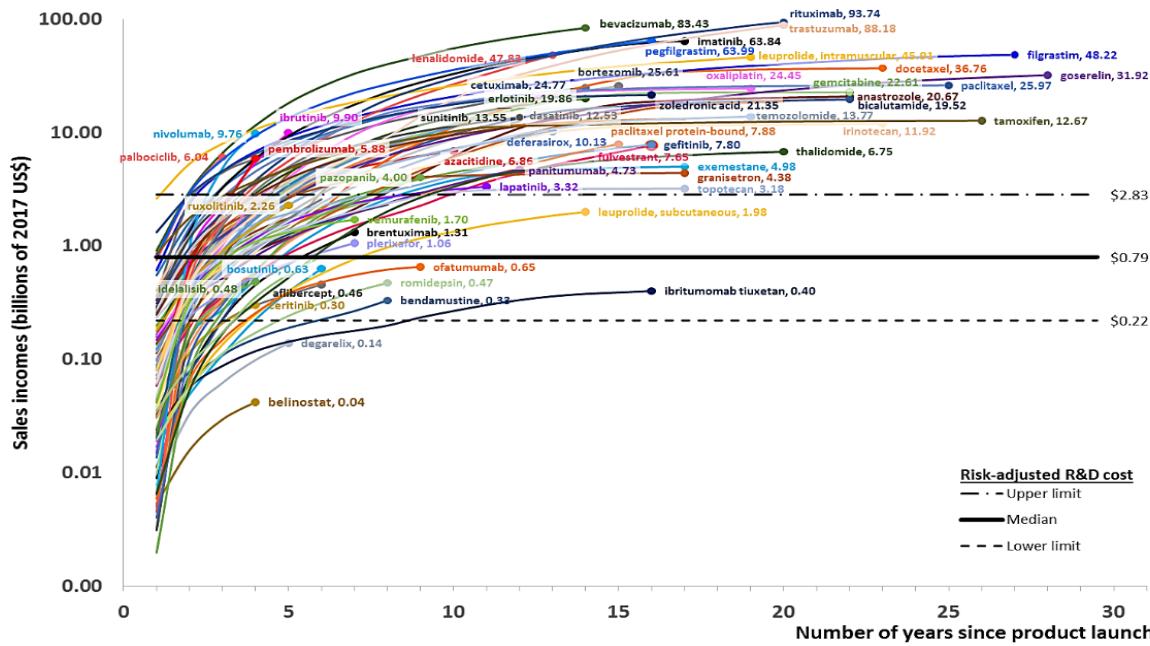


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Cumulative sales of cancer medicines

Background



- Median time to generate revenue to cover risk-adjusted R&D cost
 - 3 years for US\$794 mn (range: 2 years; 5 years, n=73)
 - 5 years for R&D US\$2,827 mn (range: 2 years; 10 years, n=56)
- Cumulative sales of medicines
 - 49.5% of medicines > US\$ 5 bn
 - 5 medicines > than US\$ 50 bn

Source: 2018 WHO Technical report, Figure 3.5

Analysis based on sales figures of products from 1989–2017 presented in companies' annual reports and public



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Actual prices are not publicly disclosed

Background

THE LANCET
Oncology

COMMENT | VOLUME 17, ISSUE 1, P18-20, JANUARY 01, 2016

Actual costs of cancer drugs in 15 European countries

Wim H van Harten • Anke Wind • Paolo de Paoli • Mahasti Saghatelian • Simon Oberst

Published: December 03, 2015 • DOI: [https://doi.org/10.1016/S1470-2045\(15\)00486-6](https://doi.org/10.1016/S1470-2045(15)00486-6)

- Large differences between list and discounted prices
- No connection found between discounted prices and wealth indicators of countries (GDP)

	Lithuania	Spain (n=2)	France (n=2)	The Netherlands (n=3)
GDP per person	12 400	22 800	32 200	39 300
One 420 mg vial pertuzumab*				
Actual price	N/A	2590.18	2891.10	3000.00
List or official price	N/A	2910.58	2891.10	3000.00
One 100 mg vial rituximab*				
Actual price	N/A	210.56	266.44	271.13
List or official price	N/A	238.06	266.44	279.27
One 50 mg vial ipilimumab*				
Actual price	5500.00	2338.83	3536.50	4144.00
List or official price	5500.00	4086.54	3536.50	4250.00

All data are in euros. Prices are ex VAT. N/A=not available. *Prices are in Euro's per lowest dosage.

Table: Actual and formal list prices of expensive cancer drugs for common minimum dosages as provided by one or more cancer centres in four European countries



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Krebshilfe Schweiz
Ligue suisse contre le cancer
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Irish Cancer Society

ECL
Association of European Cancer Leagues
NOCI
Nordic Cancer Union

KWF
Dutch Cancer Society
OEKI
European Oncology Knowledge Institute

Transparency - need of empirical knowledge

Background

Potential benefits



- *End-in-itself:* Public accountability
- *Means-to-an-end:*
 - Efficient policies (coverage, treatment guidelines, budget)
 - Affordability & accessibility
 - Fair price differences & returns

Potential threats



- Differential pricing
- Price increases for countries with low-health budgets (reference pricing)
- Reduced R&D investments



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European Cancer Leagues
Associations de l'Europe

KWF
Dutch Cancer Society

NOCU
NORDIC CANCER UNION
Union Cancer Nordique

OECI
Organization of European Cancer Institutes
Organisation des Instituts Européens d'oncologie

An economic experiment on transparency in price negotiations

Background

Volume 2, Issue 1

January 2022



RESEARCH ARTICLE | JANUARY 27 2022

Affordable Prices Without Threatening the Oncological R&D Pipeline—An Economic Experiment on Transparency in Price Negotiations

Nora Franzen; Andreas Ziegler; Giorgia Romagnoli ; Valesca P. Retèl ; Theo J.S. Offerman ; Wim H. van Harten

Volume 12, Issue 2

1 February 2022



SCIENCE IN SOCIETY | FEBRUARY 09 2022

Improving the Affordability of Anticancer Medicines Demands Evidence-Based Policy Solutions

Nora Franzen; Giorgia Romagnoli ; Andreas Ziegler; Valesca P. Retèl ; Theo J.S. Offerman ; Wim H. van Harten

Franzen N, Ziegler A, Romagnoli G, Retèl VP, Offerman TJS, van Harten WH.
Cancer Research Communications. 2022



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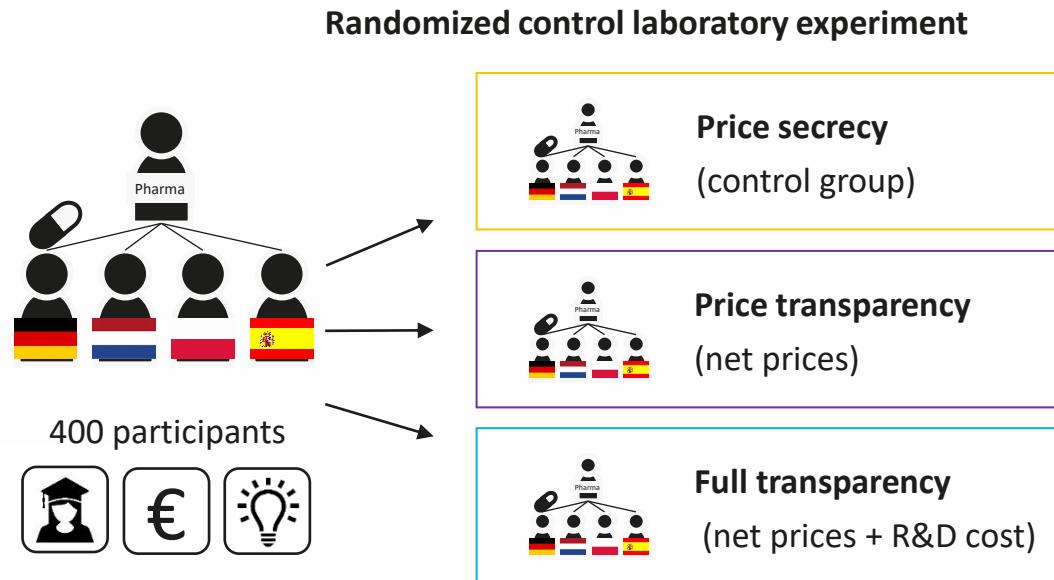


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Institute

An economic experiment on transparency in price negotiations

Methods



Franzen N, Ziegler A, Romagnoli G, Retel VP, Offerman TJS, van Harten WH.
Cancer Research Communications. 2022

Pharmaceutical Prices

Results



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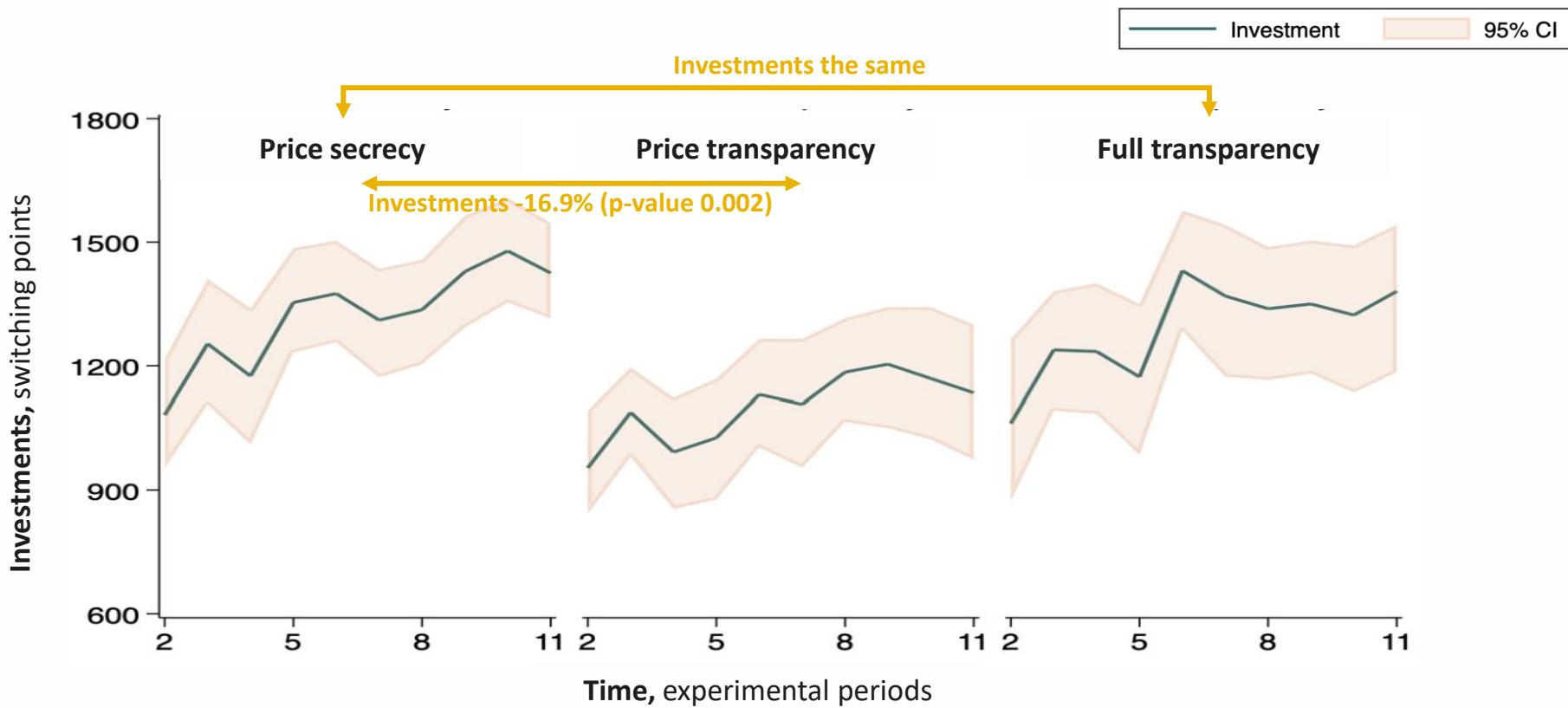
Krebsschweiz
LIGUE SUISSE CONTRE LE CANCER
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ASSOCIATION OF EASTERN EUROPEAN CANCER INSTITUTES

KWF
Dutch Cancer Society
Cancer Council Victoria

Pharmaceutical Investments

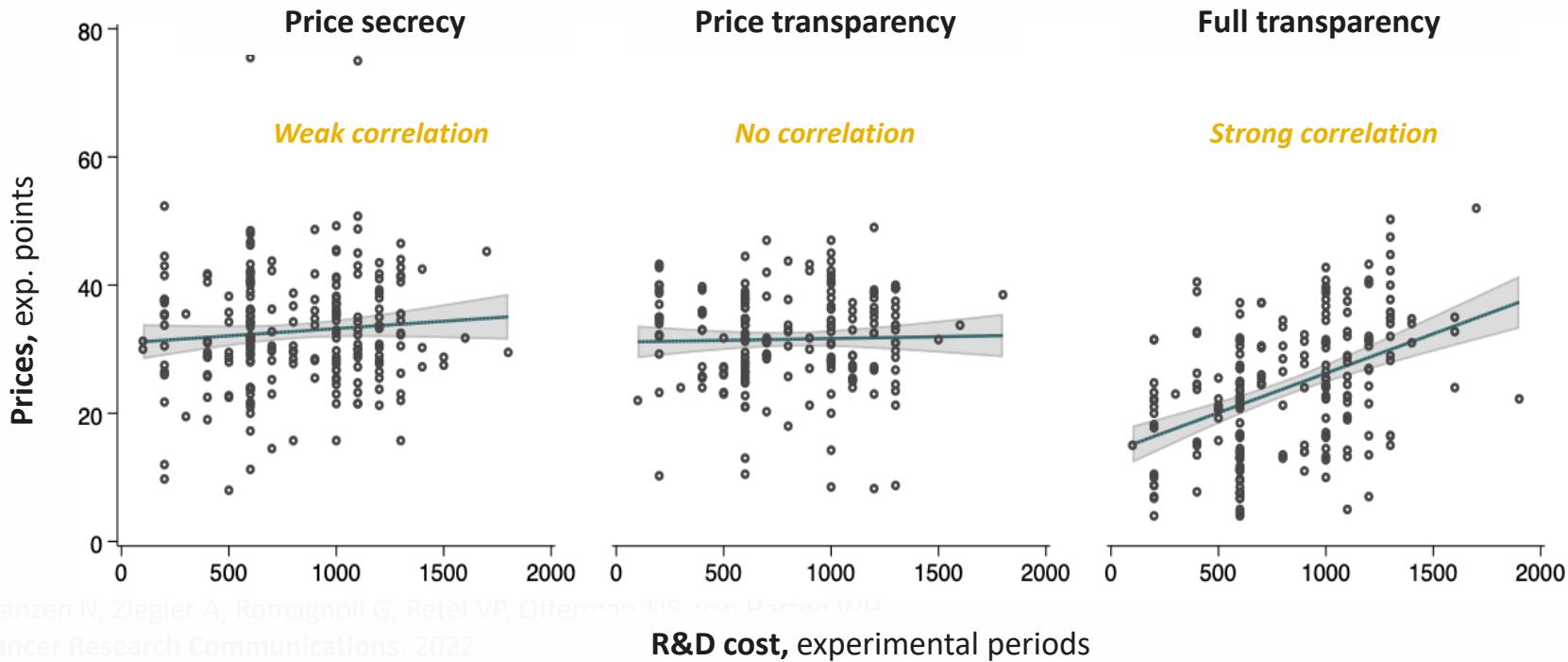
Results



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Transparency seems to encourage investments through predictability and trust



A comprehensive approach to transparency is needed

Conclusions

- **Experimental findings**
 - *Price Transparency* alone did not perform well
 - *Full Transparency* did perform surprisingly well
 - No proof of price increase for lower-health budget countries
 - Predictability of returns leads to trust and a higher ratio of investments
- **Trust and collaboration**
- **Evaluate the effectiveness of policies**
- **Empirical evidence from the real world**



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THANK YOU

Nora Franzen, Julie Vancoppenolle, Valesca Retel, Wim van Harten

Let's continue the discussion informally
today 14h50 – 15h50

at the UICC Members Meeting Room (Room 16, Floor +3)

or

reach out at n.franzen@nki.nl



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