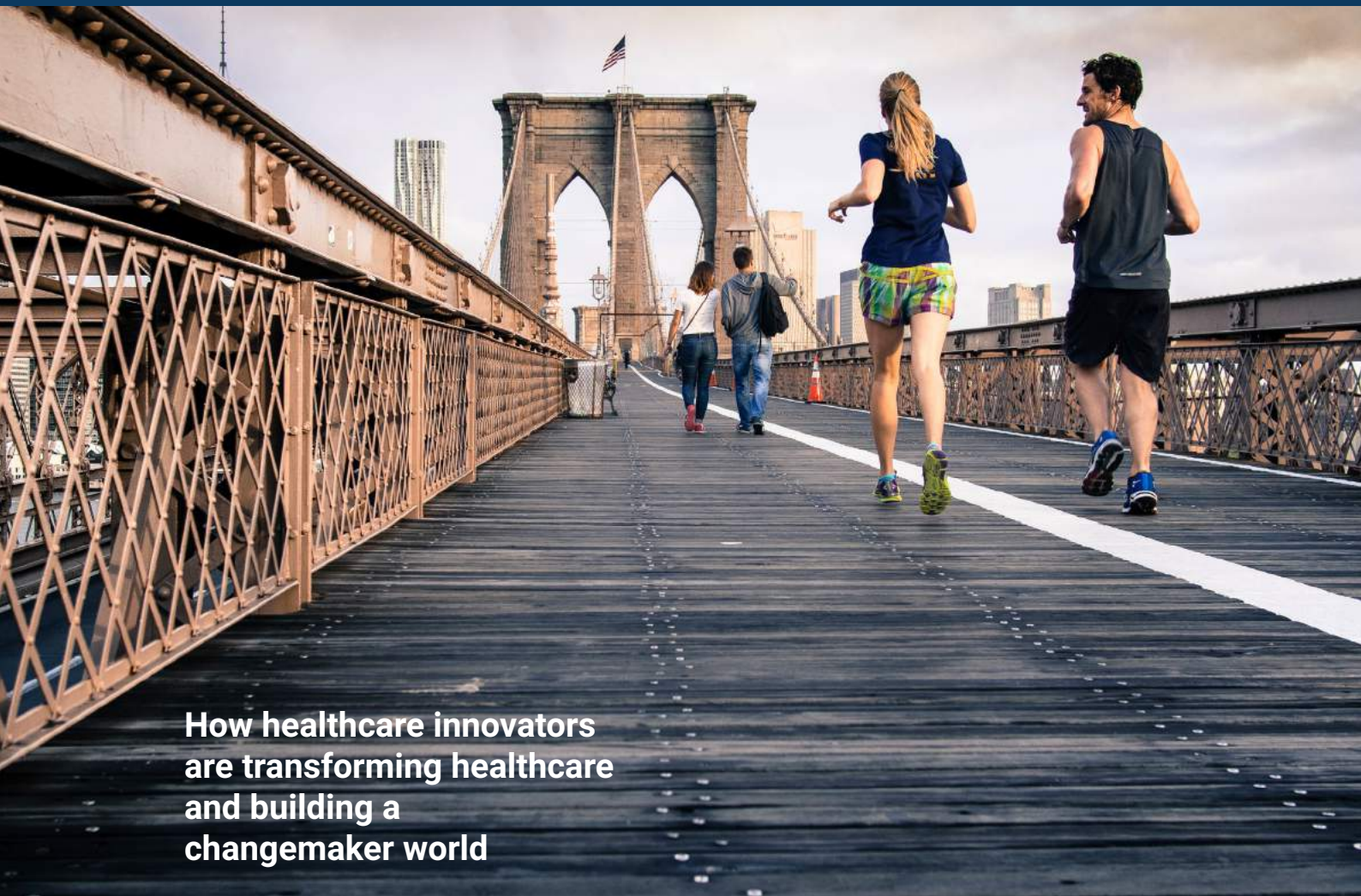




THE DUTCH SOCIAL HEALTH INNOVATION LANDSCAPE



**How healthcare innovators
are transforming healthcare
and building a
changemaker world**

Olivera Atanasova, Erlijn Sie, Ashwin Naik

ILLNESS CARE

The Present: siloed, institution-based, expensive; not reaching the poor; unsustainable and ill-matched to current and future needs.

RISK REDUCTION

The Next Step: Prevention; earlier and more integrated interventions reducing the human burden and system costs of illness care.

VITALNESS

The Future: holistic well-being; improving human capacity to be the best that one can be, to achieve one's full potential-including risk reduction and illness care.



The world is changing rapidly in ways that require most individuals to become changemakers if they are to succeed in life and most organizations to operate in radically different ways to be effective. The future belongs to individuals and organisations who step up to be a changemaker, or create the environments where changemakers will thrive. Ashoka is aligning its activities to catalyze this “Everyone a Changemaker” world by organizing around fundamentally new frameworks of thought and action.

One sector desperately in need of such change is healthcare. At present, what we have is an illness care system, based in hospitals and clinics, that is too expensive, ill-suited for the dominant public health problem of managing chronic diseases, ineffective at prevention and behaviour change, and largely inaccessible to many low-income and rural populations. Ashoka, working with the leading health social entrepreneurs in the Ashoka Fellows network has gleaned an insight which is aligned with framechange required; the shift in mindset from illness care to vitalness—enabling individuals not only to remain healthy but to live and act at the peak of their capabilities. The focus of vitalness is on enabling and empowering individuals to become changemakers in their own lives, by adopting healthy lifestyles and managing their own health with the help of frontline health coaches and smart digital devices, so that they learn better in school, are more productive at work, and prevent or manage chronic disease. Vitalness is an emerging trend, rooted in the transition from curative approaches, to prevention and further to holistic health in the future.



INTRODUCING THE VITALNESS FRAMEWORK

Our fundamental principle is that we have to start looking at health from a lens much broader than absence of physical illness. WHO in its definition of health says that health is a state of complete physical, mental and social well-being and not merely the absence of disease (WHO, 1958). However, since this definition was proposed, worldwide we have moved away from this principle and it is important that we anchor our focus back in to this concept.

We call this approach of looking at healthier living and not just absence of disease, Vitalness. Vitalness is Vitality + Happiness

From our analysis of key players in the sector and the various approaches to Vitalness, we gleaned four key principles of Vitalness. The transition towards Vitalness involves these four principles as key for success. And most importantly, all four principles are interlinked to each other and an approach where one of the principles is neglected, could lead to limited impact of the initiative.

The four principles of the Vitalness focused approach are the following:

- a. Empowers players who are not traditionally experts, most cases leveraging technology (moves the world toward a everyone a changemaker world)
- b. Takes a significant part of the care outside of the hospital domain (breaking down barriers)
- c. Creates connectedness between different players in the health ecosystem (collaborative entrepreneurship)
- d. Goes beyond illness care or preventive care of individual diseases, and focuses on overall well-being (shift in current paradigm and move towards Vitalness)



HEALTHCARE AND WELL-BEING TRENDS AT SOCIAL INNOVATIONS IN THE NETHERLANDS: TRANSITIONING TOWARDS VITALNESS?

The Netherlands has had the best-run healthcare system in the world for the best part of a decade according to the European Health Consumer Index, however, the Dutch also have the highest per capita spending on health in Europe. This spiralling cost of health insurance is one of the main arguments in the upcoming elections in the Netherlands to attend to transforming the healthcare system.

Increased demand, scarcity of resources and the evolving needs of society are shaping healthcare today. Healthcare of the future is calling for creative approach to sustainable health solutions, improving healthcare access and impacting all segments of society. Creating a healthier world requires joint efforts of the social and business sectors, of innovators and decision makers, of all of us, what we at Ashoka call changemakers. Ashoka acknowledges Changemaker health as a common initiative, joint commitment and shared vision aiming to make this world a healthier place for individuals, families and communities.

To generate evidence on changemakers innovations in The Netherlands, we investigated 70 Dutch social enterprises in healthcare. Drawing from empirical data, we assessed those 70 innovations according to changemaker health criteria. Initiatives that propose innovations for the workforce constitute 75% of the sample. 13% of the researched enterprises focus on improving living with a specific condition like physical impairment. Enterprises that resolve age-related challenges make up 11% of the researched group. Innovation for children or youngsters is proposed by 9% of the initiatives. Another 6% of the sample consists of innovations intended for parents. The results of this study are presented further in this paper.

The fundamental frame change we observe is that the individual and communities are getting more and more in charge of their own health rather than large institutions, which currently control the narrative and make decisions on health. This entails a fundamental shift of power from medical professionals to individuals in their own communities.



PRINCIPLE #1: EMPOWERS EVERYONE

Large majority (90%) of the newly developed health enterprises in the Netherlands empower everyone including the consumer. They distribute power to clients and do not allow healthcare to be controlled only by medical professionals

Consumer empowerment is the level of choice, influence and control that users of health services can exert over events in their lives. Empowered patients are equipped with knowledge and skills to operate in an environment that recognizes contextual and cultural differences. Empowering patients means enabling them to make good use of their capacities by providing tools, techniques, and support. Empowered patients take a more active role in the management of their disease. Their role extends from lifestyle changes to the use of medical devices and implementation of therapy adjustments. Empowerment includes education and practical training, tools and techniques for self-management, and motivational practices to increase assertiveness of consumers.

Dutch health innovations empower consumers in a number of innovative ways

They feature self-management, management of chronic diseases, consumers training and eHealth innovations.

More than the half (63%) of health innovations in the Netherlands enable or encourage consumer self-management

Self-management can be defined as the decisions and behaviours of consumers that affect their health. Self-management is about putting service users in direct control of managing their condition. There are a number of approaches to self-management but they tend to focus on enabling the patient to operate in one or more of the following areas: problem solving, goal setting, identifying triggers and indicators of deteriorating health and responding to these before relying on clinician-led intervention. Self-management has additional powerful effects on coping with long-term conditions such as chronic diseases. It will lead to patients taking more ownership, being able to identify changes and make an initial response to them.



A limited number (9%) of Dutch innovations are meant to fight chronic diseases

Non communicable - or chronic - diseases are medical conditions with long-lasting effects on person's health and overall functioning. Chronic conditions such as cancer, diabetes, cardiovascular and respiratory diseases account for 60% of all deaths and are the major cause of mortality worldwide. They develop over a long period and require continuous supervision and care. Lifestyle changes and adequate care through doctor's and patient's joint efforts aid in keeping chronic conditions under control. Self-management of people with chronic conditions facilitates continual self-tracking, informed decision making and healthy conduct.

Few innovations (7%) include training of consumers

Training of healthcare consumers stakes on teaching self-management skills related to their specific condition. It involves education on disease, adequate actions and relevant health-related behaviour. Sometimes patients need to be trained how to work with tracking devices or other facilities. Instruction on appropriate lifestyle and disease-conditioned do's and don'ts improve patient's health outcomes.

Nearly half (40%) of all the researched Dutch enterprises employ eHealth innovations

New models of service delivery like eHealth and mHealth empower consumers with access to relevant medical information, remote services and self-management opportunities. eHealth originated at the very beginning of 21st century and has since been referred to the use of information technology in the health sector. It includes utilization of the Internet, digital gaming, virtual reality and robotics in healthcare delivery. Utilization of technology in eHealth increases efficiency and improves quality of healthcare delivery. Unlimited access to health data and insight into own medical records benefit eHealth users with up-to-date personalized health information. eHealth offers advantage of collective knowledge, facilitates networking and boosts self-management skills. It creates new modes of consumer-provider interaction and new opportunities for communication.

PRINCIPLE # 2: BREAKS BARRIERS

In order for any sector to fundamentally transition into new thinking, the critical step is to break down barriers for new actors to step in. Technology plays a significant role in breaking down barriers, as do innovative models of engaging stakeholders or delivering services. Breaking down barriers also brings in fresh perspective and learnings from other sectors into an existing one, challenging deep-rooted assumptions and triggering innovative thinking.

Nearly one third (27%) of Dutch innovations employ technology in order to offer healthcare on the go. Equal part of enterprises (27%) enable regular health management and daily control instead of random visits to the doctor

Health applies to any health service supported by mobile and wireless devices, including mobile phones, patient monitoring devices, or other wearable or remote sensing devices. Both eHealth and mHealth are widely applicable across a variety of ethnic and income groups. And while those practices enable self-assessment and independence in developed societies, they are often the only available healthcare solutions in emerging economies. In Western countries, mHealth embarks on low-cost remote health monitoring and behaviour change. In underserved societies, mobile and eHealth solutions enable remote diagnostics and even treatment for patients who do not have access to healthcare.

A quarter (24%) of the surveyed innovations enable early risk identification

Employment of mobile and wireless applications in mHealth enables cost-effective delivery of personalized content and real-time notifications of health status. By providing highly tailored solutions, mHealth practices enable early risk identification and behavioural change of patients at risk. Through tracking and encouraging of healthy behaviour, mHealth has also preventive and promoting function. It can be capitalized on the whole scope of healthcare services with regard to both the consumer and the service provider.

Remote services are unlocking healthcare potential outside hospital doors. New developments in on-the-go and in-home care prevent hospitalization and speed up recovery at the convenience of own home.

A rising amount of business models (17%) in The Netherlands facilitate doorstep care, mostly of lay health workers who attend upon consumer's need and request. Ambition of still a scarce amount of enterprises is replacing doorstep health workers with robots

Doorstep care potentiates services at home for chronic conditions and elderly care. It provides specialists' visits and nursing to sensitive groups while helping them keep their independence. With home care, people with specific needs can keep on living at home and still be receiving the full package of healthcare services.

A growing number of Dutch innovations (13%) believe that it is necessary to enable lay caregivers take a greater share of care

It is often the case that a stay-at-home patient is being taken care of a family member or another non-professional. Lay caregivers are medically untrained individuals who attend to the daily needs of home patients. They may be involved in post-hospital care like rehabilitation and recovery or take long-term care of chronically ill or disabled patients.

A growing number of organisations (14%) empower through training of professionals, mostly in use of new technology

Training of healthcare professionals supports them in maintaining up-to-date knowledge and skill set. Most effective training programs use learner-centered methods with patient-centered outcomes. Training can teach specific clinical skills or soft skills requiring communication and intercultural competencies. Some courses involve simulation methods or update on use of new technology. Regular training courses are found to improve knowledge and attitudes of healthcare workers. These improvements result in better quality of care and better patient outcomes.



PRINCIPLE # 3: COLLABORATIVE ENTREPRENEURSHIP

Ashoka's position as a world leader in social entrepreneurship has given us a ringside view of what helps a small shift in thinking scale to a level where it becomes a norm rather than a trend. At the core of this movement building is collaborative entrepreneurship where different partners work together to further a common goal. Given the range of stakeholders in healthcare system, it's even more critical. Traditional health systems have been driven largely by medical expertise largely driven by doctors, but we are seeing trend where all stakeholders including patients and caregivers, are stepping in to assume responsibility of care.

Subsegment of organisations (11%) are beginning to commit to education of consumers, who are mainly young people with difficulties in learning the conventional way

Consumer education is an area of healthcare delivery which significantly impacts health outcomes. It is a process of communicating health-related knowledge to patients and their families. Patient education programs rely greatly on teaching disease-specific self-management skills and responsibility. As a result, patients become more knowledgeable about symptoms, medicines, lifestyle changes and how to cope with challenges. Getting insight into their condition and ways to manage it boosts self-confidence and motivation. Additionally, patients being educated in groups benefit from peers' experience with disease and its effective management.

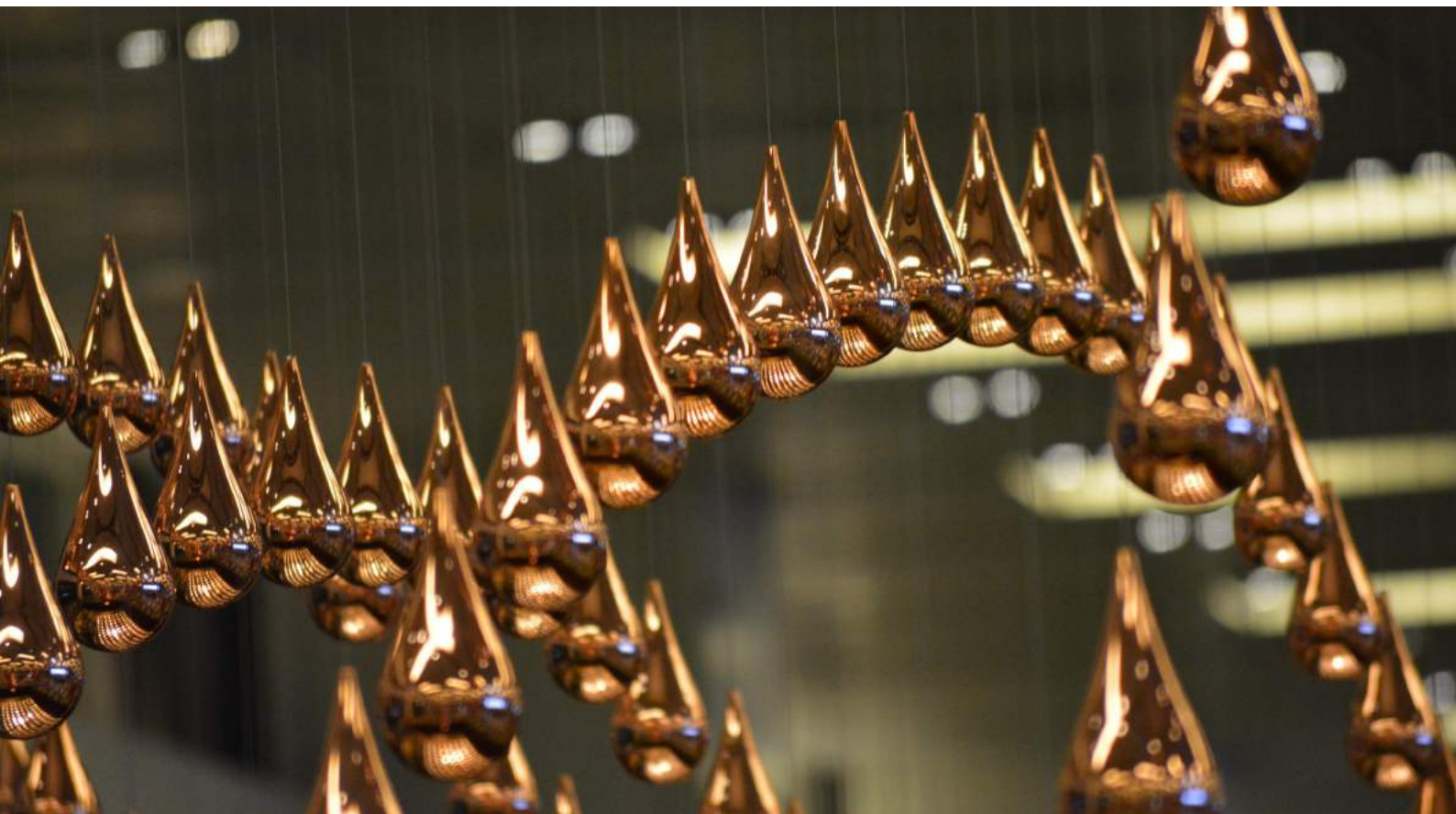


A growing number (20%) of Dutch innovations rely on peer support groups in order to empower. They enable and encourage formation of groups to help one another

Peer support is of crucial importance in health management. It manifests through practical, social and emotional support to maintain proper health-related behaviour. Peers are people in similar situation sharing similar characteristics with the support receiver. They often have experience with the same health issues and can share valuable insights on health management. Peer supporters can also be lay caregivers or community members who offer on-demand assistance with daily tasks. Peers support takes place online or during home visits and group meetings. As it complements and enhances other health services, peer support can be a valuable addition to public health systems.

In the Netherlands still few (4%), but nonetheless coming into existence innovations are introducing artificial intelligence of robots to replace health workers

While home-based care is still being carried out by professionals or lay caregivers, it might not be long before it becomes managed by artificially intelligent companions. Artificial intelligence in the health sector is being developed to meet the physical, social and even emotional necessities of people in need of home assistance. While AI care may appear in many forms, it is also capable of performing a wide range of tasks as good as a human does. Robots are being invented to monitor patient's health status, communicate with doctors or family, perform daily tasks and even provide emotional comfort. They can keep a record of person's complete bio including family and social history, behavioural patterns and preferences as well as daily routine and medication intake. Integration of artificial intelligence in homes will support a higher autonomy, higher quality of life and longer stay at home.



PRINCIPLE # 4: SHIFTS MINDSETS TOWARDS VITALNESS

As the world is in transition from infectious disease burden to more lifestyle-based disease burden, our traditional approach of curation is outdated. While focus on prevention is a key strategy, this is rooted in preventing specific diseases. A shift of mindset involves looking at the whole person, and their health in holistic fashion, which not only means being free from disease, but also staying healthy and reaching peak capacity.

As we've seen, while a quarter (24%) of the surveyed innovations enable early risk identification, more than one third (37%) of Dutch health enterprises enable or promote prevention. Still scarce amount (13%) of them aim to encourage wellness and well-being even without health problems

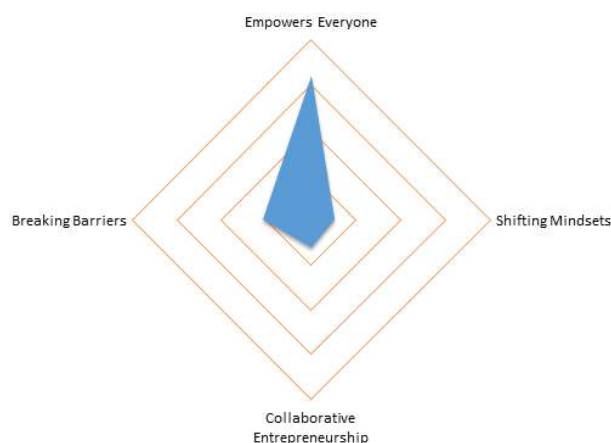
The best way to combat diseases worldwide is prevention. Traditional preventive actions require reduction of major risk factors such as poor nutrition, physical inactivity and obesity. A proactive approach promotes wellness and encourages people to new behaviours even without identification of a problem. Moving away from the problematic context inspires confidence and positivism towards healthful pursuits and well-balanced lifestyle.

Still a scarce amount (9%) of all the Dutch healthcare enterprises consider all aspects of human health at their approach. They rather adopt disease-specific than integrative approach

Integrated care stems from person-centered care and represents a comprehensive approach to clients in all their complexity. Integrated approach considers clients' physical, emotional, mental and social needs. Holistic approach broadens the caregiver look further from the diseased aspect as people with all their needs are placed into focus. Integrative healthcare incorporates biomedical, contextual and individual aspects to offer the most effective treatment plan and improve quality of care.

An increased amount Dutch enterprises (20%) focus on solutions to mental health issues or take mental health into account. As an aspect of holistic health, mental health is getting greater importance in healthcare enterprises

Mental healthcare considers individual's psychological well-being and realization of their abilities. Mentally healthy people realize their intellectual and emotional potential and enjoy productive work while contributing to their society. Mental health services should include early intervention, improved access to care and follow up of mental disorders. Areas to work on are social integration, human rights protection and successful rehabilitation of people with mental disorders.



FINAL WORDS

Exploring the health innovation landscape in The Netherlands has led us to a wide variety of emerging innovation that includes new behavioural models, technological innovations and novel systems of service delivery. It is encouraging to see changes on the Dutch social innovation health map that are a reflection of the changes evolving worldwide. They are evoked by the changing customer demands, sociodemographic and economic influences. Providing high-quality, sustainable and affordable healthcare is one of the great challenges of our time. Health innovations in the Netherlands are attempting to offer solutions to these challenges, moving towards the Vitalness framework.

Currently with a focus on empowerment, **a large majority of consumers are being empowered** through a number of innovations. Through engaging customers and involving them in creating their own healthcare plans Dutch innovations are utilizing consumers' heightened consciousness and human resource potential. With **preventive initiatives on the rise**, Netherlands is on the way to a strong weapon against chronic diseases. Even though innovations specifically focused on chronic conditions are still scarce, we should take prevention as the best solution into account. **Innovations to encourage wellness beyond borders of physical health are still scarce.** It seems that healthcare **innovators are still too busy with offering disease-oriented solutions** rather than encouraging wellness practices. This disease-specific approach shows through the **small amount of integrated-care innovations** as well.

In the area of healthcare IT, The Netherlands is making good use of electronic and mobile health solutions, which allow for regular health management and early risk identification. Innovations in professional education and training are mostly taking place in use of new technology. Formation of peer support groups and doorstep care is also facilitated online.

Mental healthcare is being taken into account with special attention to mental disorders. Integration of people with mental disorders is being implemented by innovations that offer this group educational and working opportunities.

Social innovations often require multiple sectors' involvement and The Netherlands is a pioneer in public private partnership. Many of the researched enterprises utilize those partnership opportunities as they aim together for an affordable, high-quality healthcare. Healthcare today requires an even greater effort of nonprofits, global companies, universities and medical institutes to work united and collaborative for the healthcare of tomorrow, including peers and lay caregivers. For future recommendation we would love to underline the importance of shifting mindsets, to reach the full potential. Ashoka Fellows around the world have demonstrated system change only happens if the mindsets are fundamentally transformed. Whatever challenges the future brings, change has already begun.



1700 North Moore St
Suite 2000 (20th Floor)
Arlington, VA 22209 US

703-527-8300
info@ashoka.org