




# An accountable health model that adds value to society

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**A  
REFLECTION**

## A REFLECTION

The most socially advanced countries are putting in place reforms in the healthcare system with 3 common points: MORE FAIR, MORE SUSTAINABLE and MORE SPECIALISED.

In this environment, the public-private partnership is essential to achieve these objectives.

### GLOBAL CHALLENGES

The common objectives of these reforms in progress are:

#### PUBLIC VALUES

To provide quality health-care and social welfare to all citizens

#### RESPONSIBILITY

To make this healthcare system sustainable in the long term

#### CHANGE - SPECIALIZATION

To apply the best practices, using technology and coordinating all levels of care as well as social services





**THE  
RIBERA SALUD  
MODEL**

# KEY IDEAS

## First accountable care organization in Europe

**Public Private Partnership.**  
Partnerships with Government.  
A Company that provides a portfolio of services to government sponsored healthcare programs.

PPP MODEL

CAPITATED PAYMENT

### Capitated Payment.

It is HEALTH that is FINANCED. Having a CAPITATED SINGLE BUDGET makes us fully accountable for the global healthcare outcomes of a defined population. Our most important goal is to achieve the best health conditions for the citizens. The capitated payment is a critical enabler for ACO creation.

### TRIPLE AIM

Improve healthcare outcomes  
Increase patients satisfaction  
Lower costs

**Healthcare integration.**  
We specialize in transforming fragmented systems into citizen centered integrated healthcare systems.

HEALTHCARE INTEGRATION

NETWORKING

### Synergies and scalability.

Technology allows for wider collaboration and coordination, resulting in higher efficiency and better outcomes. We are working not only with hospital and the primary care centers, but also with mental health providers, social services, the community (city councils, schools, home care etc...). We also believe that within the system it is not necessary for all the hospitals to provide all services, as long as there is coordination between them.



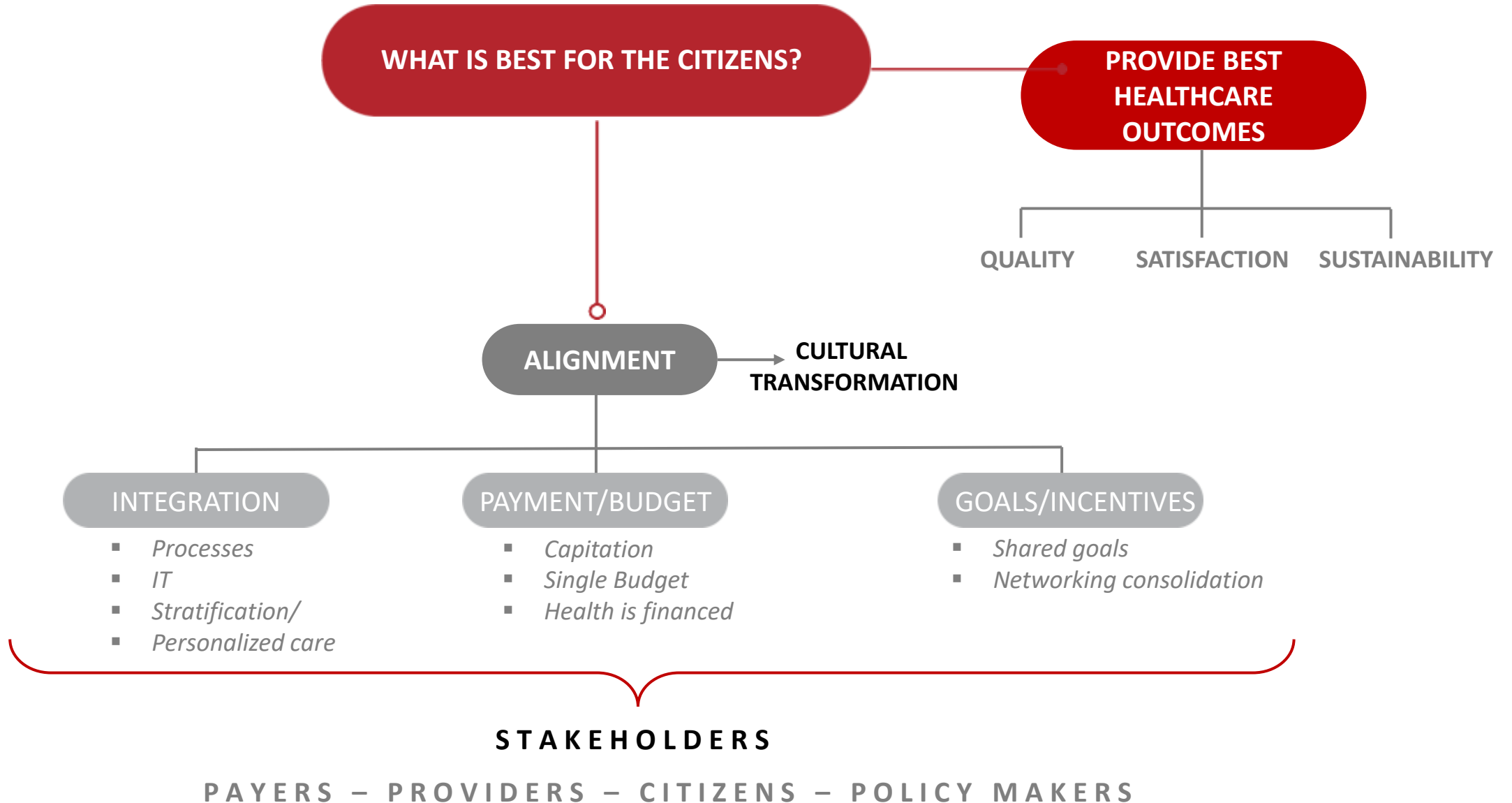
# HOSPITAL TRANSFORMATION

TRANSFORMATION = **PERMANENT GOAL**



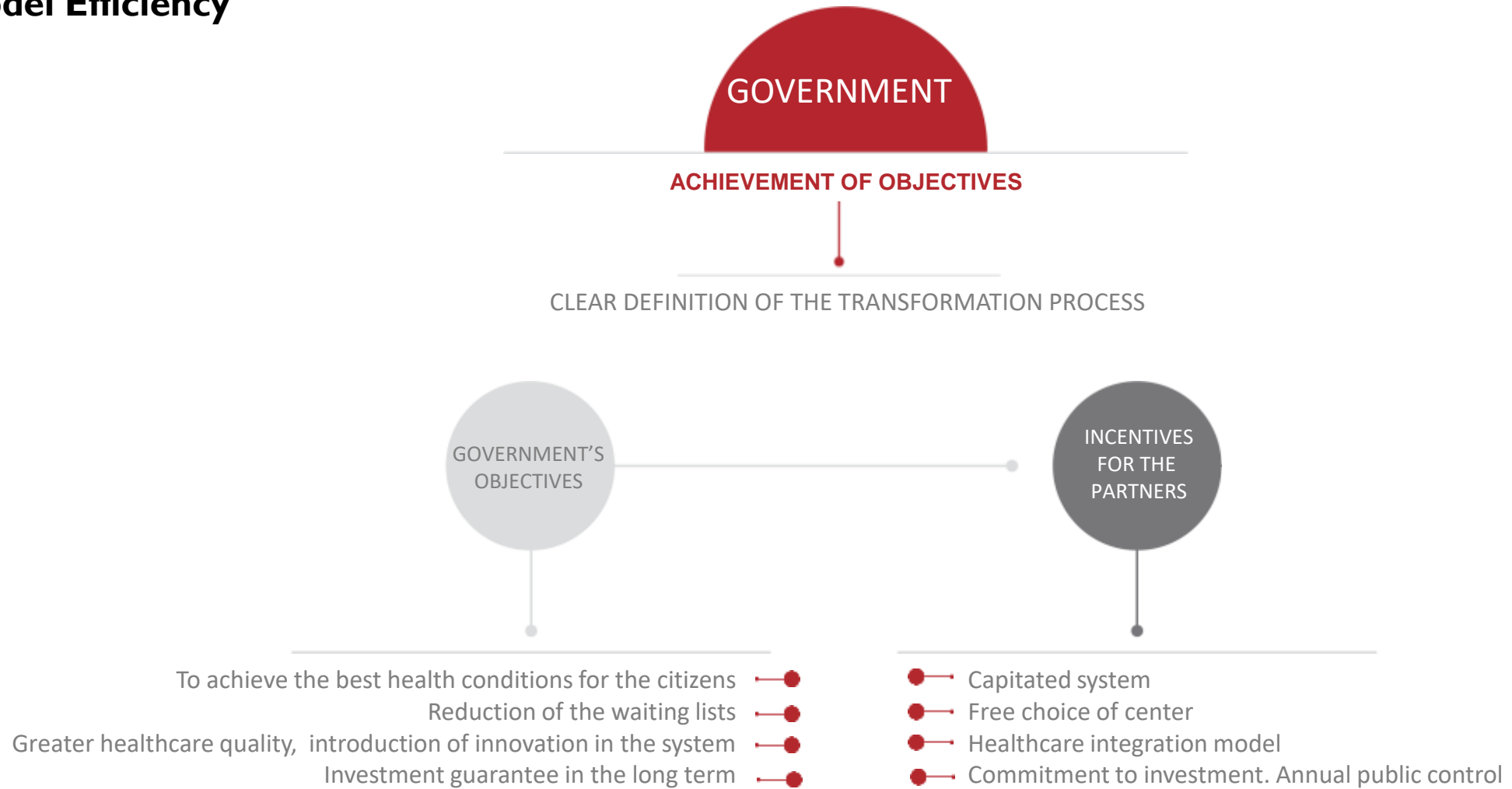
# ACCOUNTABLE CARE

## Population Health Management



# PUBLIC INCENTIVES ALIGNMENT

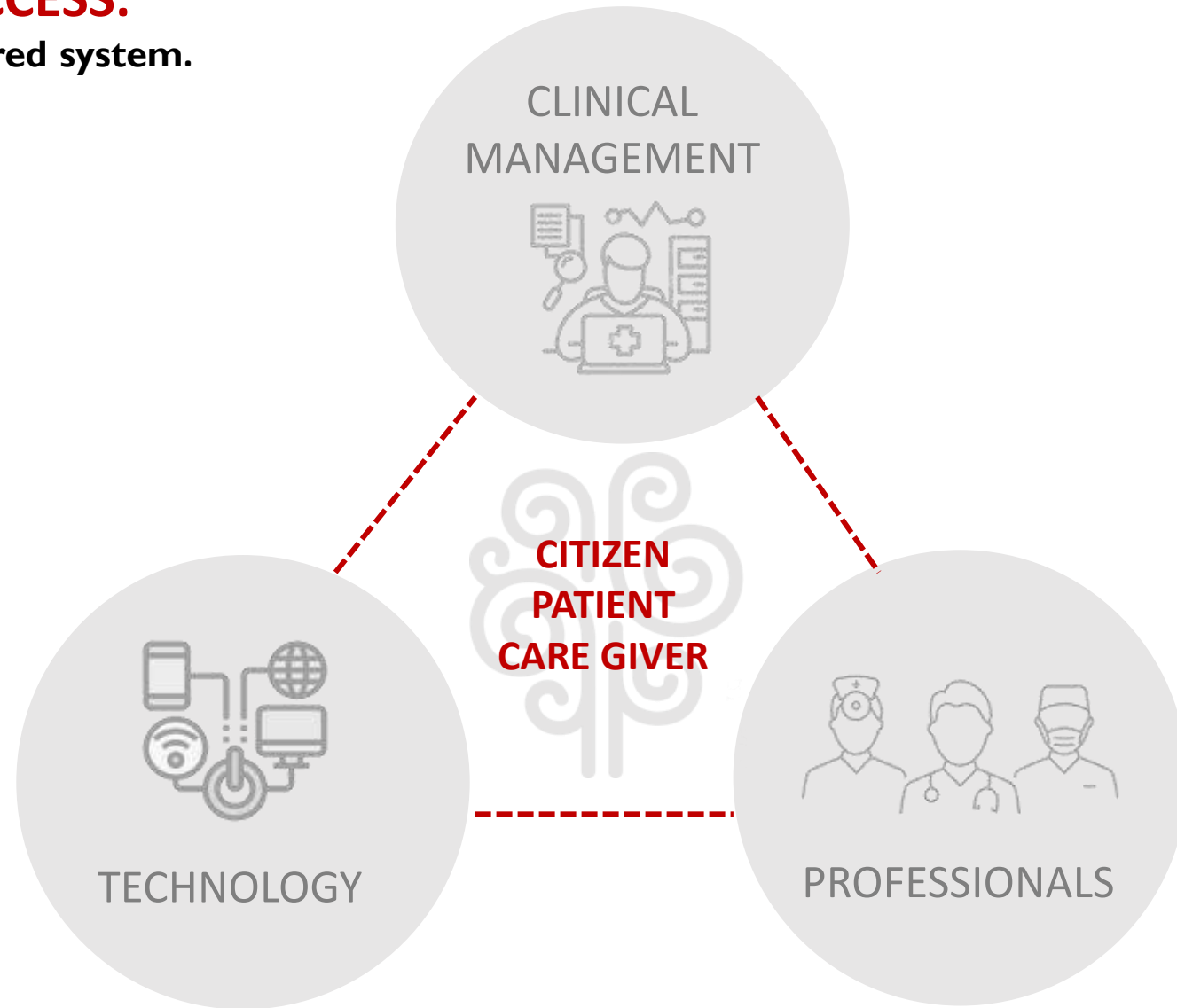
## Model Efficiency

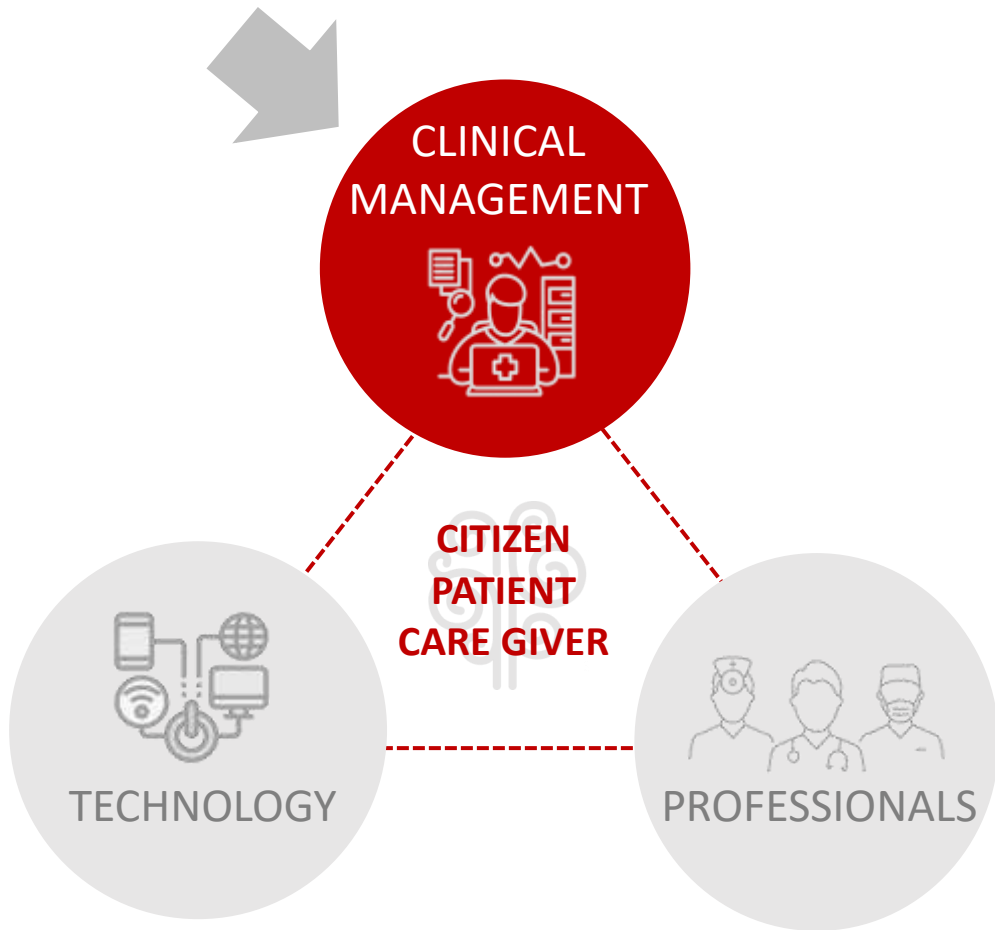




# TRIANGLE OF SUCCESS.

A patient/citizen centered system.





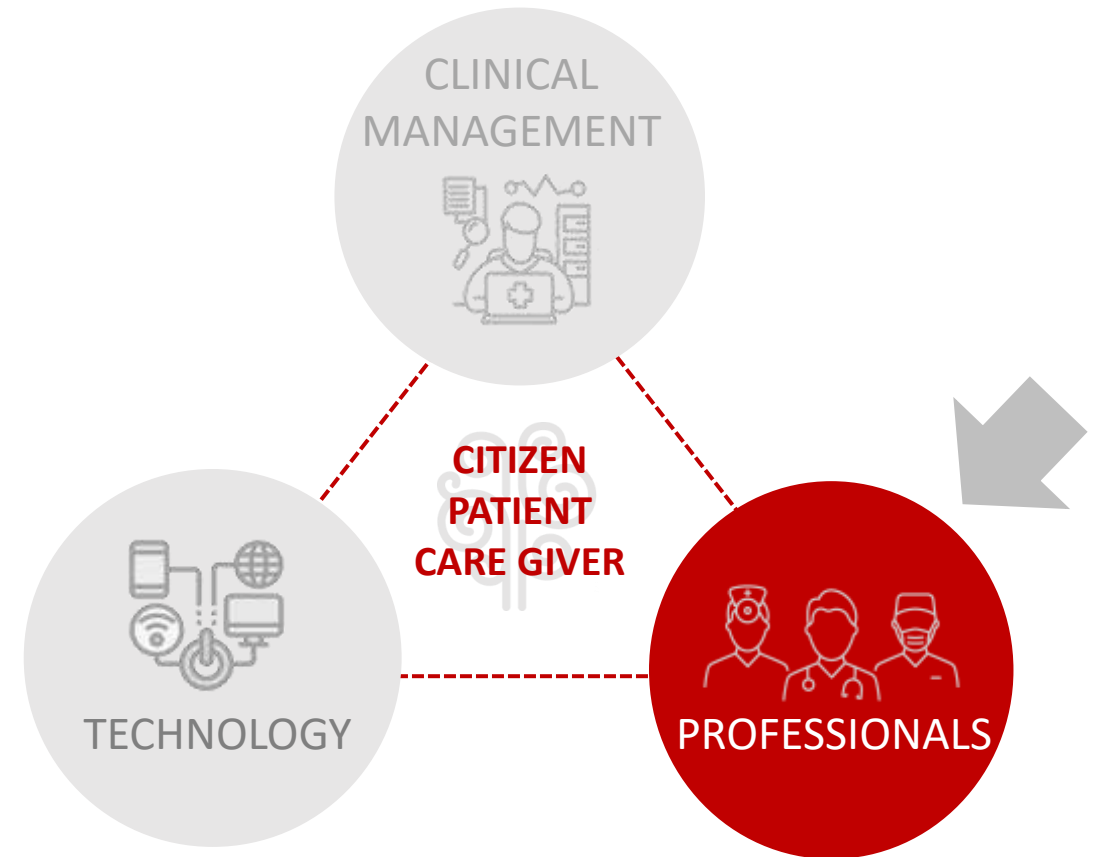
## CLINICAL MANAGEMENT

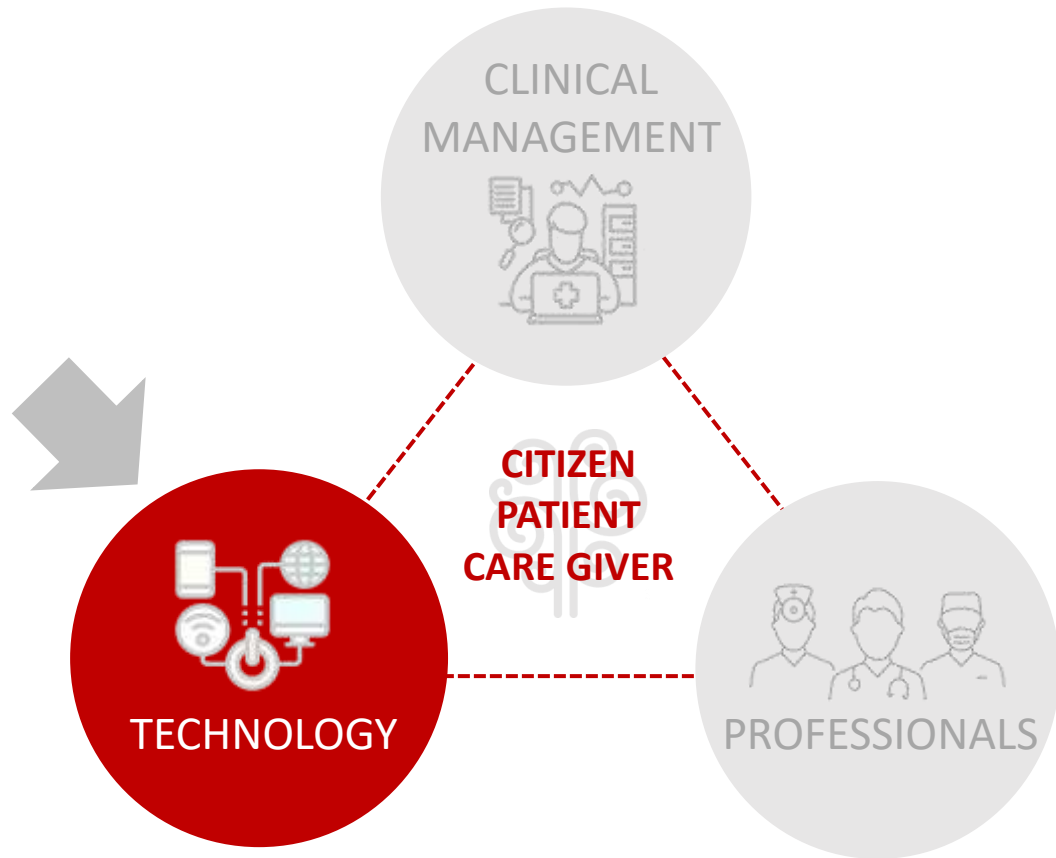
- ✓ Health and wellbeing as the ultimate goal.
- ✓ Health promotion and prevention. Predictive models.
- ✓ Proactive population health management (PHM).
- ✓ Integrated and coordinated healthcare specialized/primary care/social care.
- ✓ Aligned objectives.
- ✓ Do the right thing, in the right place, at the right time, by the right person, at the right cost.



## THE PROFESSIONALS

- ✓ Talent attraction, promotion and retention.
- ✓ Active incentive scheme, aligning goals of professionals, company and government.
- ✓ One of the 50 best companies to work for.
- ✓ Professional career development plans.
- ✓ Agreements with universities: teaching, MIR, under graduate, and post graduate etc...





## TECHNOLOGY

- ✓ Cutting-edge technology for citizens, professionals and managers.
  - Artificial Intelligence
  - Predictive Models
  - Machine Learning
  - Healthcare Interoperability Platform
  - Decentralized Access
  - AI-Enabled Diagnostic Imaging
  - Portals with IoT
  - Healthcare Marketplace





**TRANSFORMATION  
AND INNOVATION**

# TRANSFORMATION AND INNOVATION

## Population Health Management Program At Ribera Salud

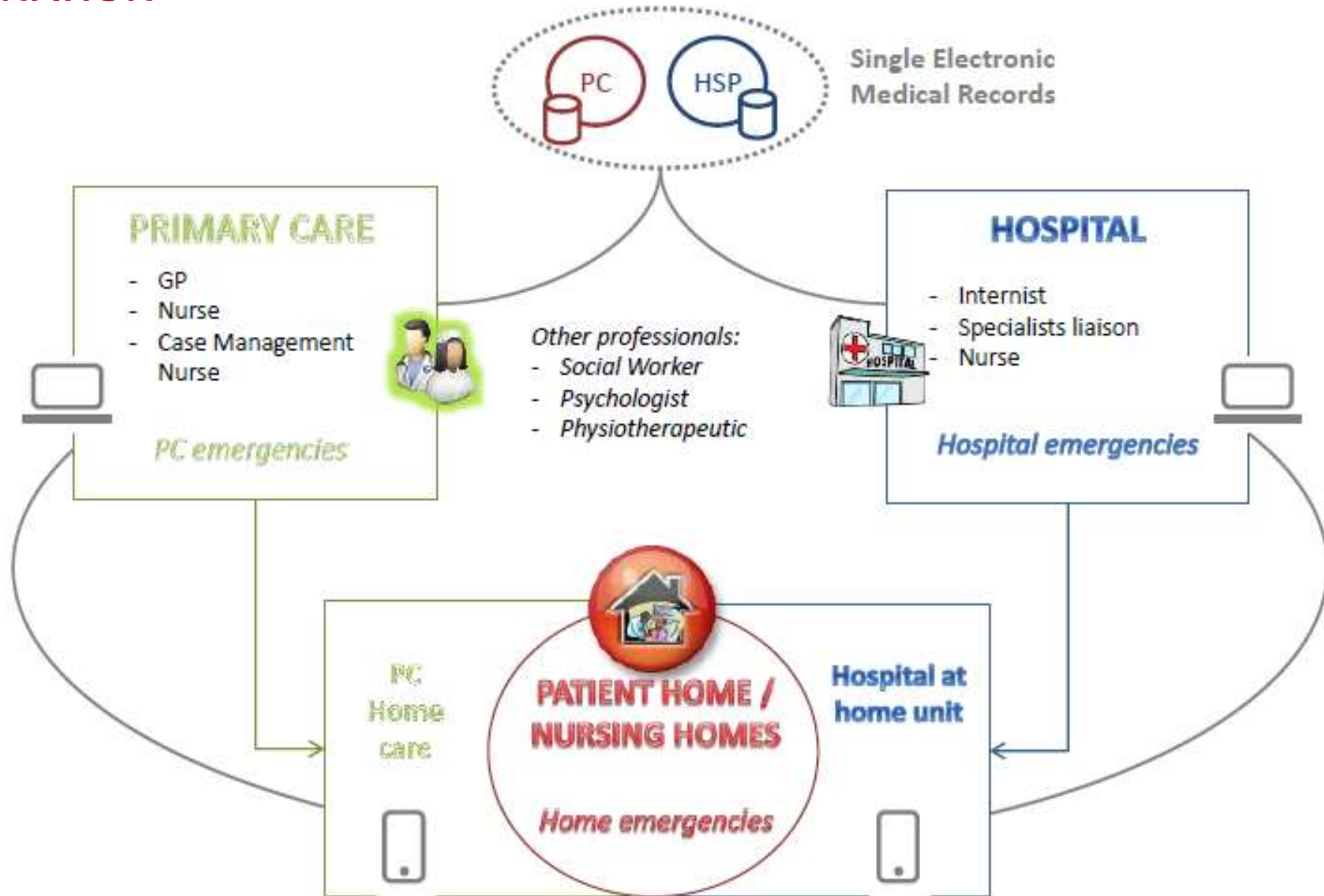


PHM

It is the efficient and constant management over time the health needs of the population, through care coordination, disease management, preventive detection and proactive action.



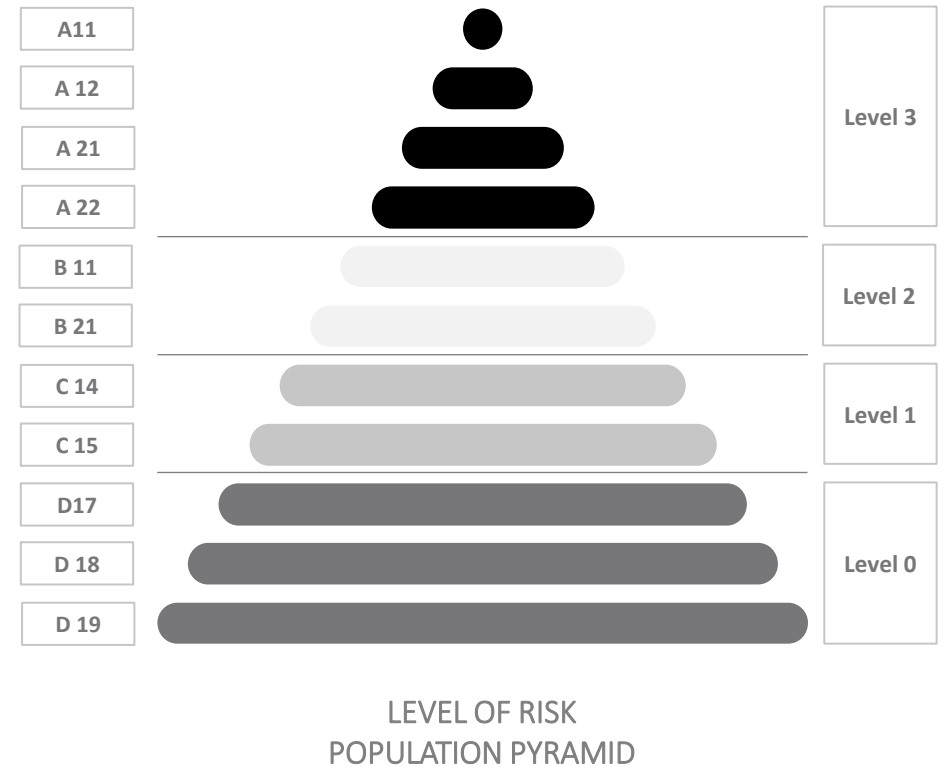
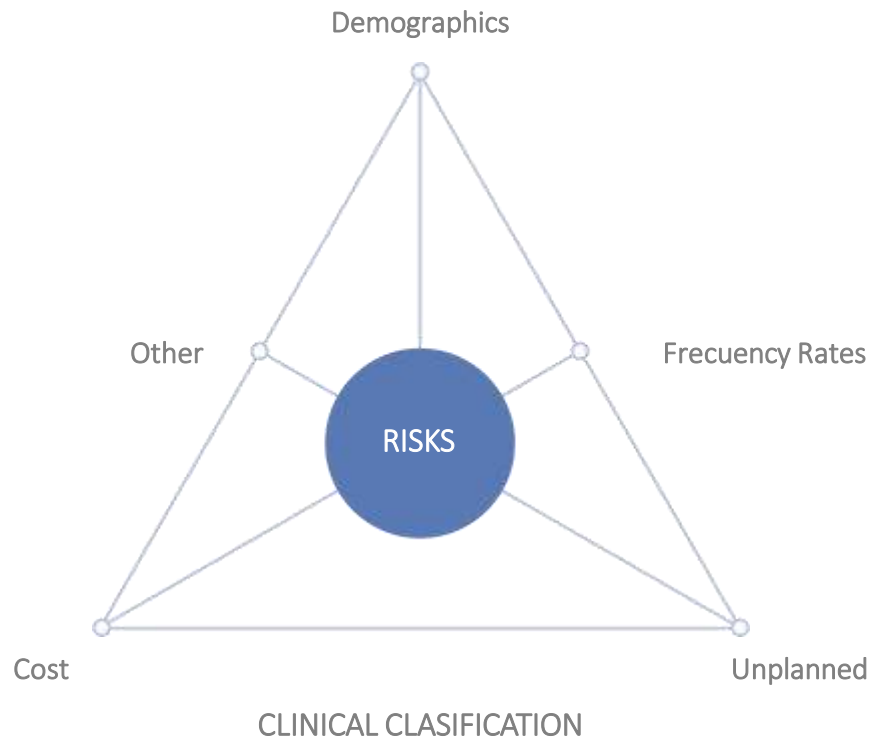
# CARE COORDINATION



# PHM.

## Stratification of the population

Ribera Salud has been working on a clinical classification based on risk adjustment systems which allows us to build our own population pyramid and provides us with better information for a more targeted care.





# PREDICTIVE, PROACTIVE AND TARGETED CARE

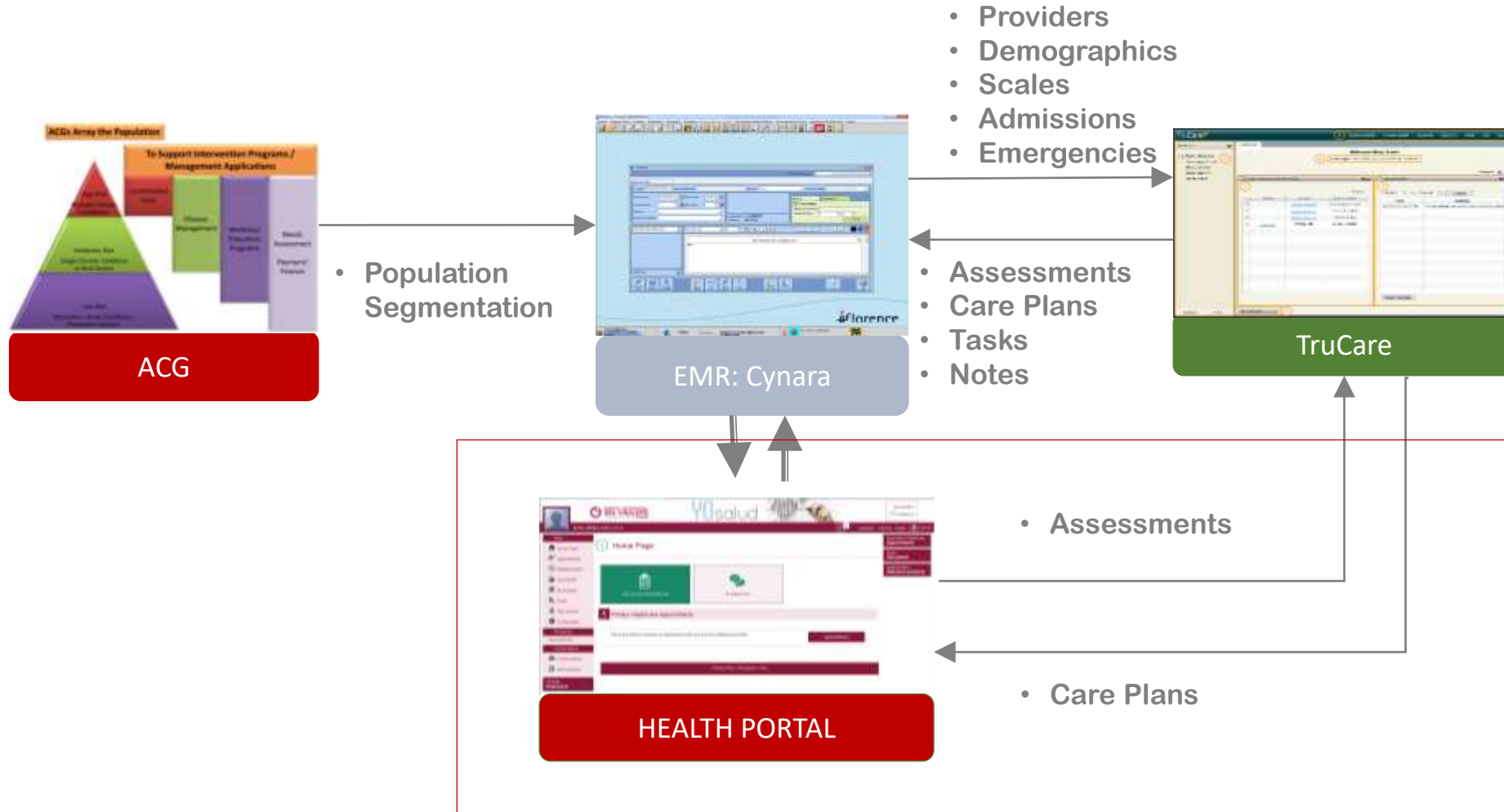
## Ribera Salud's Population Pyramid.

	DEMOGRAPHIC			UTILIZATION LEVEL			UNPLANNED INPATIENT		COST	OTHER		
RSG	PATIENTS	%PATIENT	AGE	INPATIENT	EMERGENCY	OUTPATIENT	>0	%RSG	IP DAYS	COST	RUB	FRAILTY
A11	2.569	0,5%	77	1,38	1,52	10,1	1.784	69,4%	13,6	9.498	4,6	19,9%
A12	3.788	0,7%	66	0,91	1,26	13,3	1.650	43,6%	13,6	7.077	4,1	8,3%
A21	3.945	0,7%	74	0,79	1,13	8,1	1.896	48,1%	10,4	5.915	4,3	15,5%
A22	9.380	1,7%	66	0,25	0,72	7,9	1.200	12,8%	6,3	2.190	3,5	2,3%
B11	13.759	2,5%	69	0,32	0,77	6,0	2.956	21,5%	7,9	2.600	3,6	8,8%
B21	19.979	3,6%	61	0,19	0,72	5,8	2.523	12,6%	6,5	1.747	3,4	17,8%
B23	2.703	0,5%	42	0,10	0,64	6,1	203	7,5%	9,7	1.051	3,1	1,0%
C14	36.677	6,7%	50	0,09	0,62	4,8	1.997	5,4%	4,8	1.041	3,0	0,8%
C15	59.052	10,7%	49	0,05	0,53	3,5	1.746	3,0%	3,6	746	2,7	0,2%
D17	59.519	10,8%	35	0,03	0,75	2,0	1.375	2,3%	3,1	591	2,5	0,2%
D18	145.683	26,5%	34	0,01	0,33	1,3	715	0,5%	1,9	273	1,7	0,0%
D18	193.592	35,2%	40	0,00	0,00	0,0	0	0,0%	0,0	0	0,0	0,0%
TOTAL	550.646	100%	42,1	0,05	0,35	2,0	18.046	3,3%	7,3	592	1,6	1,1%

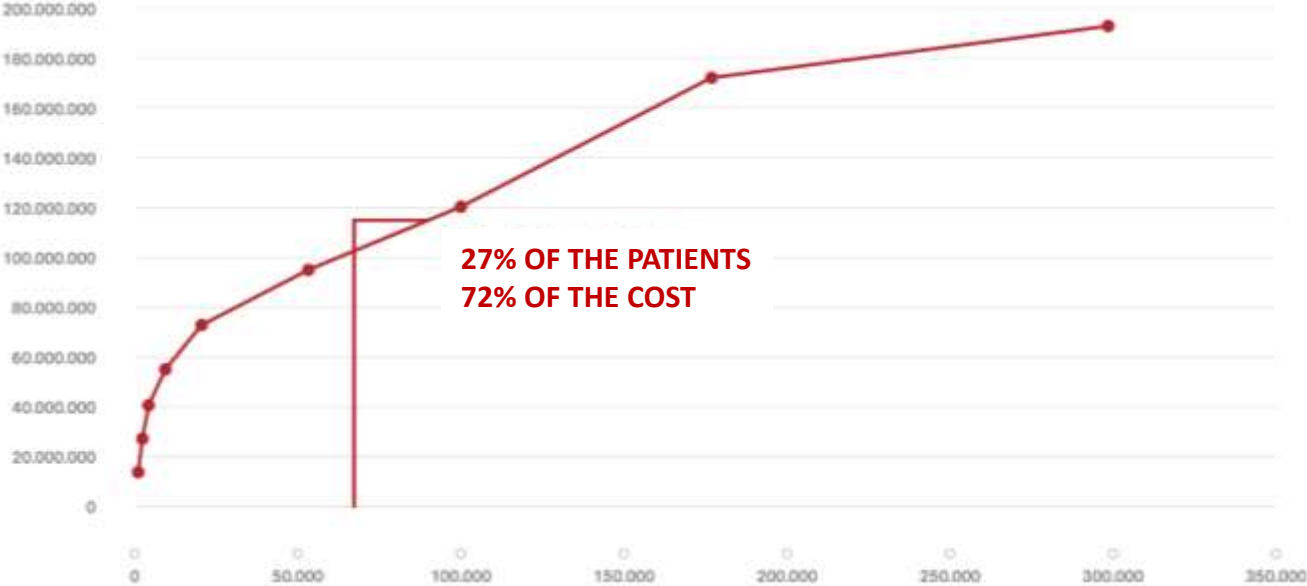


# PHM PLATFORM. TRUCARE

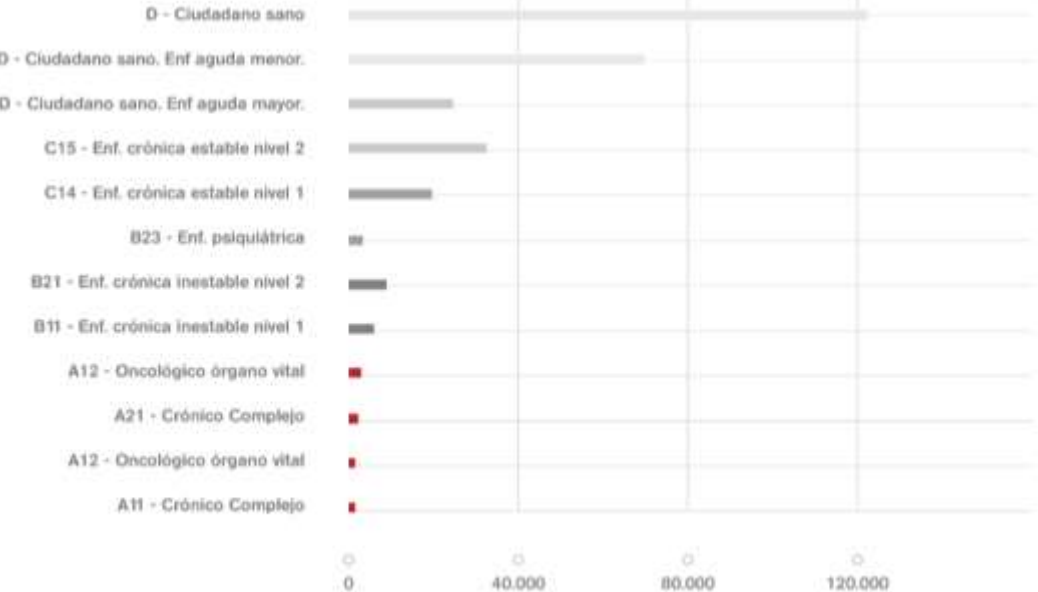
## Integration with EMR/Health Portal



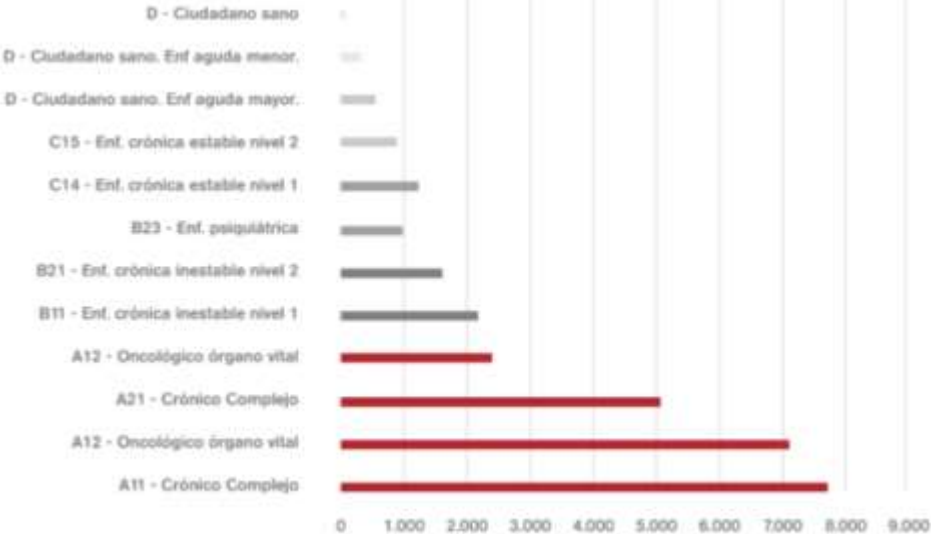
# POPULATION AND DISPERSION OF THE COST



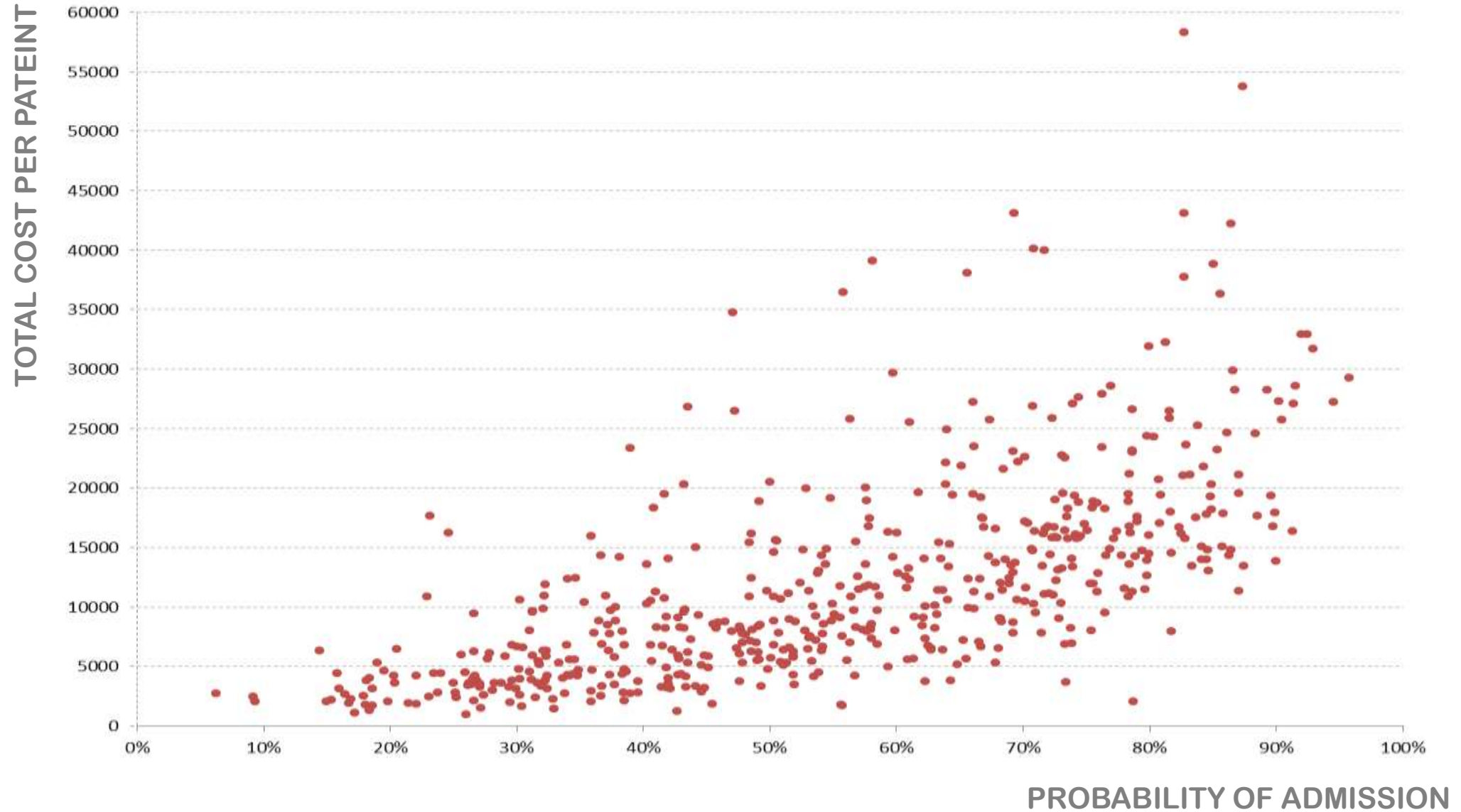
NUMBER OF PATIENTS



AVERAGE COST/PATIENT



# DISTRIBUTION OF A11 PATIENTS, ACCORDING TO COST/PATIENT AND PROBABILITY OF ADMISSION





**WHO WE ARE,  
WHAT WE DO**



Ribera is a business group that has been a public and private healthcare service provider since 1997.

Its aim is to transform the way of working and innovate healthcare management.

The group manages hospital projects and specialised healthcare services in Spain, Latin America, Europe and the Middle East

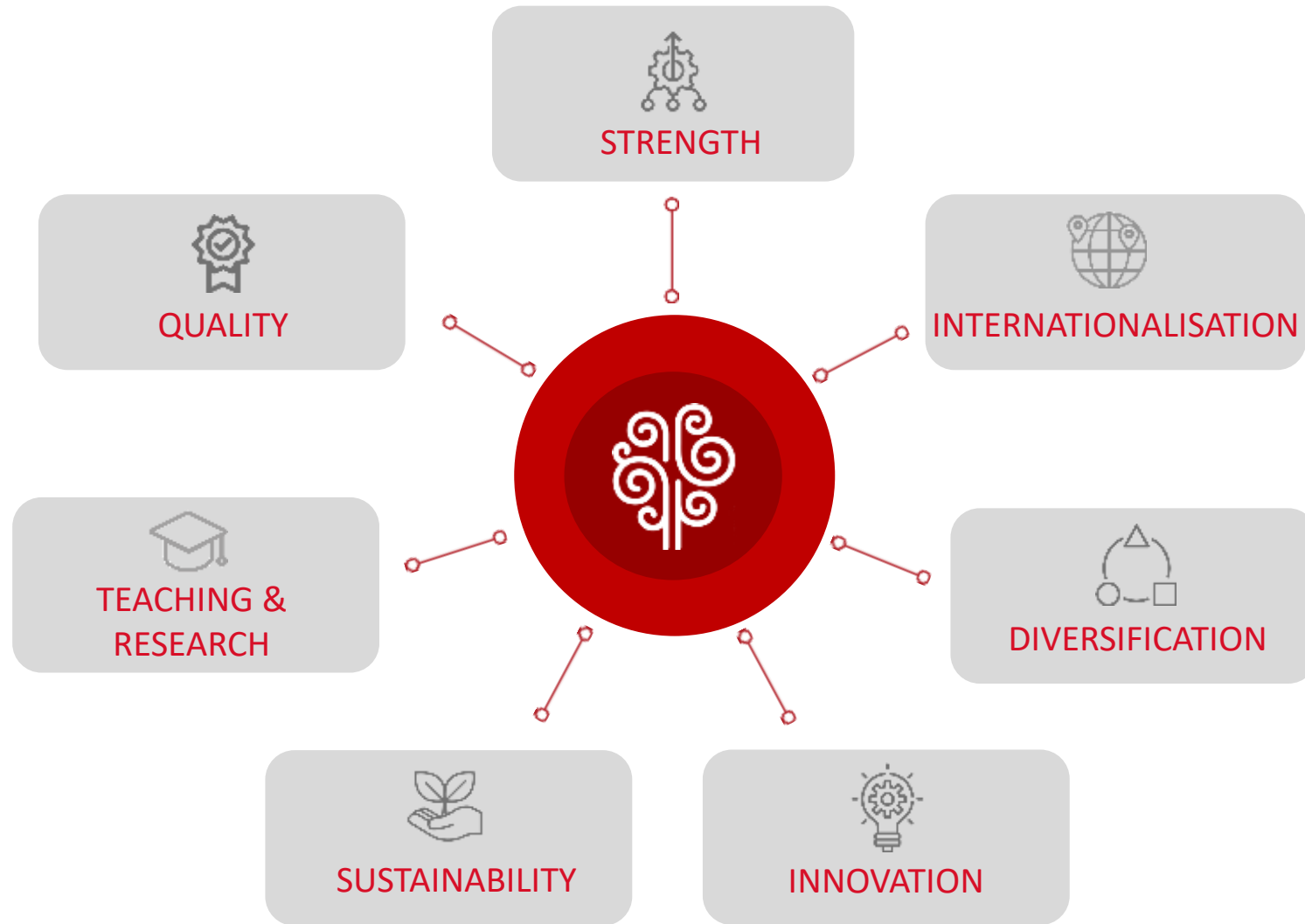
It has a university nursing school and a professional training centre, a purchasing centre, a laboratory division, a technology company and a foundation that is dedicated to research, training and health promotion.

Its primary shareholder is Vivalto Santé, the third leading private healthcare group in France, with 50 hospitals and clinics in France, and with whom it shares values and a work philosophy based on value-based medicine.

Its social commitment remains clear through multiple initiatives that, in line with the *Sustainable Development Goals and the 2030 Agenda*, provide value to both current and future society and contribute to the sustainability of healthcare systems.

# WHO ARE WE?

Ribera Group means...



# WHO ARE WE?

**STRENGTH.** Ribera Group is the 2<sup>nd</sup> largest healthcare group in Spain.





# WHAT WE DO.

## INTERNATIONAL EXPERTISE

### Latin America

### Spain

### Europe & Middle East



- HOSPITALS ●
- SPECIALISED SERVICES ●
- STRATEGIC CONSULTANCY SERVICES FOR PPP MODELS ●



# WHAT WE DO.

**DIVERSIFICATION. More than a hospital group.**



# WHAT WE DO.

**INNOVATION. A global brand.**

## *In-house development*



Historia Clínica Electrónica Avanzada Cynara Care



Portal de Salud Cynara Citizen (YOsald)

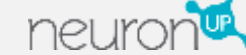


IA para la Práctica Clínica Cynara Cognitive

## **NEW NEEDS, NEW SOLUTIONS**

- Artificial Intelligence
- Predictive Models
- Machine Learning
- Healthcare Interoperability Platform
- Decentralized Access
- AI-Enabled Diagnostic Imaging
- Portals with IoT
- Healthcare Marketplace

## *Open Innovation Ecosystem*



# WHAT WE DO.

## SUSTAINABILITY. Sustainable Development Goals and Agenda 2030.



### CLINICAL MANAGEMENT

- Prevention and health promotion policy.
- Healthcare integration: hospital, primary care and social healthcare.
- Predictive models for population health management.



### PEOPLE MANAGEMENT

- One of the 50 best companies to work for. (1st in healthcare sector)
- Equality and work-life balance plans.
- Internal promotion, training and professional development.
- Talent attraction and retention.
- Flexible payment plans.



### ENVIRONMENTAL MANAGEMENT

- Carbon footprint, environmental and energy management certification.
- Sustainable consumption of raw materials and efficient waste management.
- Awareness campaigns.



### TECHNOLOGY AND INNOVATION

- Data interoperability and process automation.
- A.I., telemedicine, new digital services.
- Shared and connected clinical service.

91%

Patient satisfaction



94%

Recommend working in Ribera



62%

Sustainable energy



9

Innovation projects set up with start-ups



## WHAT WE DO.

**TEACHING & RESEARCH.** International recognition and domestic resources.

**HARVARD BUSINESS SCHOOL**



**BERKELEY UNIVERSITY**



**BROOKINGS CENTER FOR HEALTH POLICY**



**RIBERA FOUNDATION**



**POVISA NURSING SCHOOL**

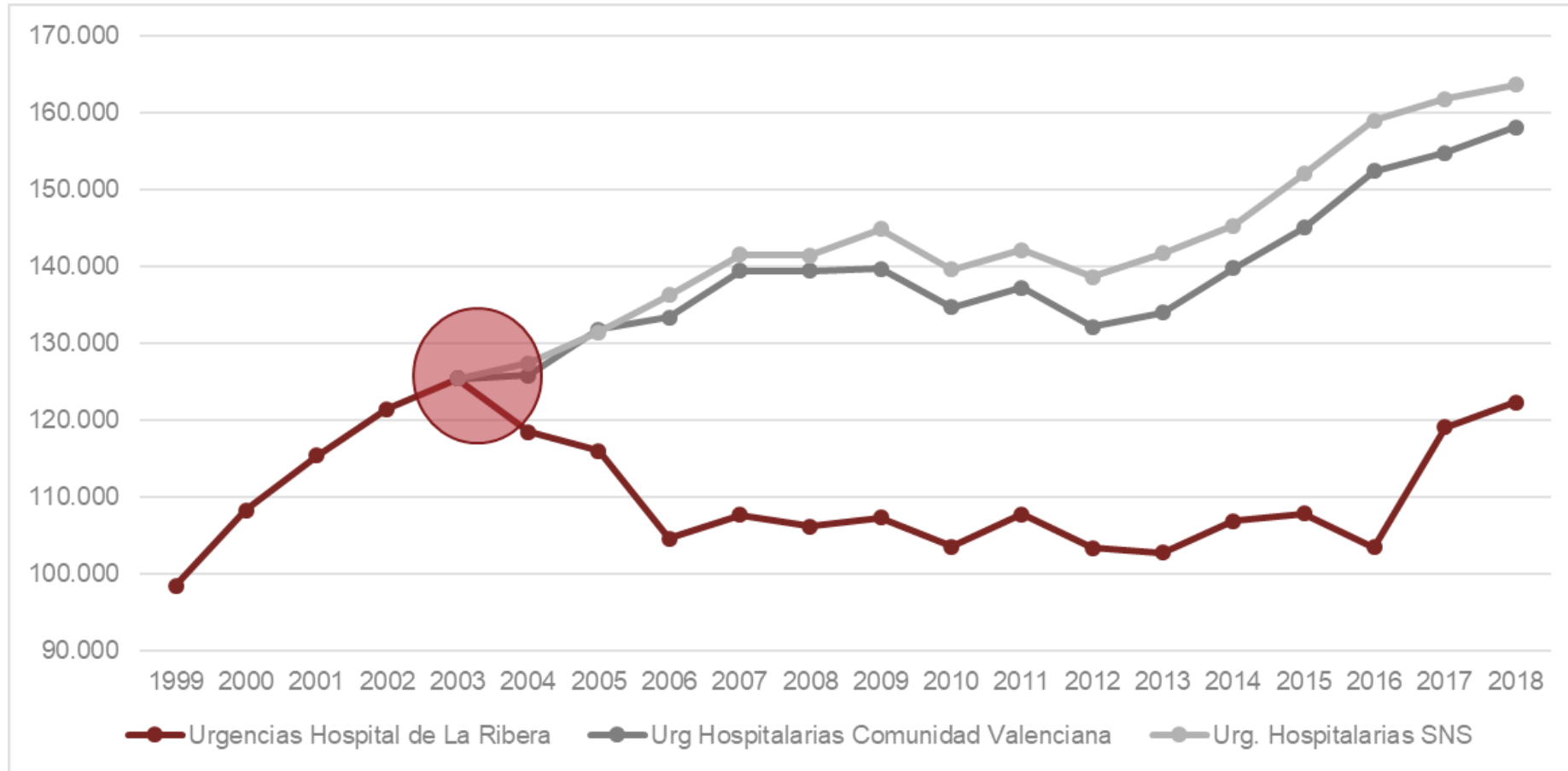


A grayscale photograph of surgeons in an operating room. The surgeons are wearing white scrubs, surgical masks, and hairnets. They are focused on their work. A large, solid red circle is overlaid in the center of the image, containing the word "RESULTS" in white, bold, uppercase letters.

**RESULTS**

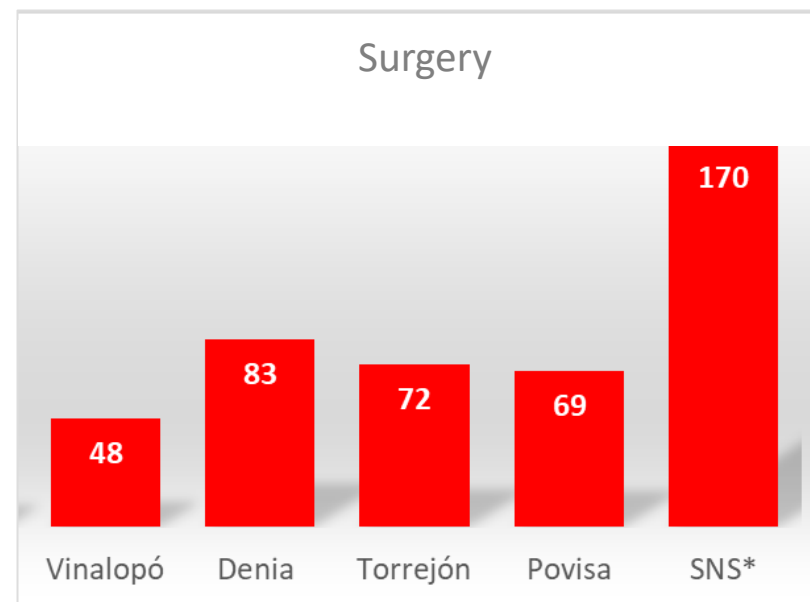
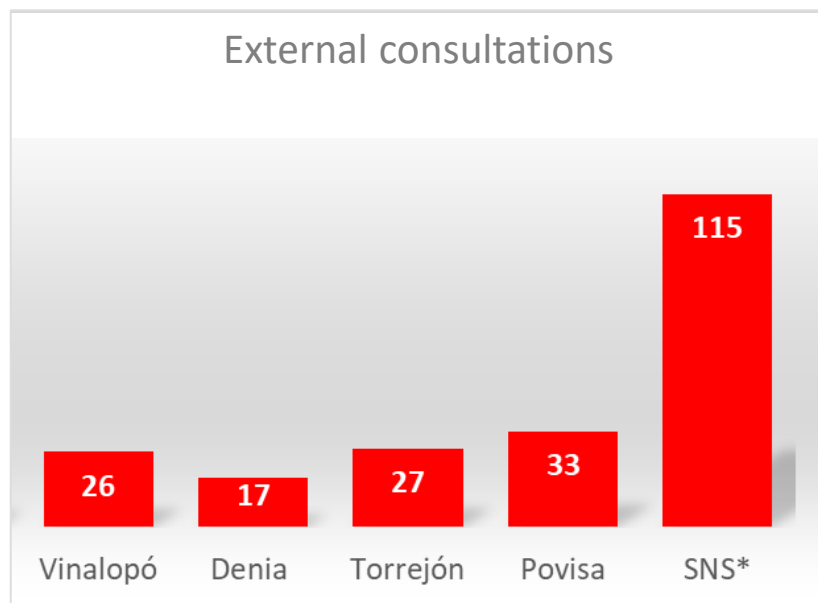
# EMERGENCY EVOLUTION

Hospital La Ribera after primary care integration.



# AVERAGE DELAY.

## Ribera Group Dec. 2022

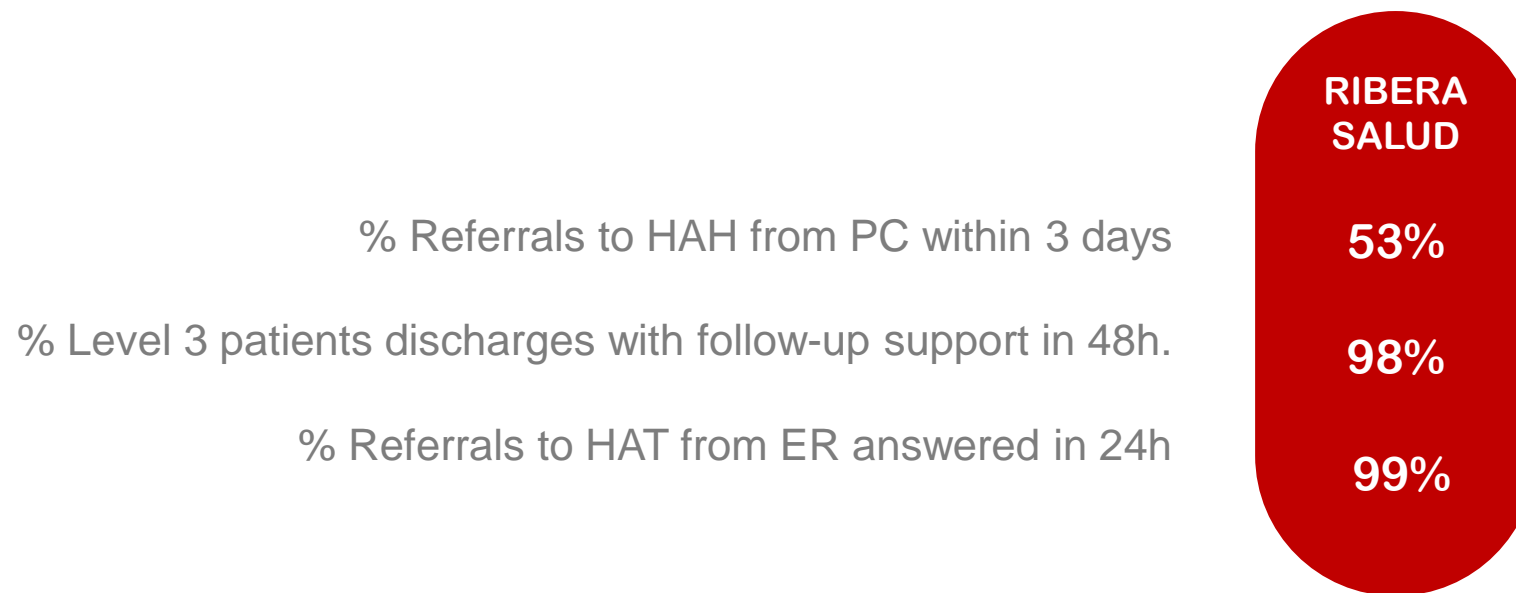


\* Source: NHS





# SPECIAL INDICATORS RELATED TO COORDINATION BETWEEN LEVELS OF CARE



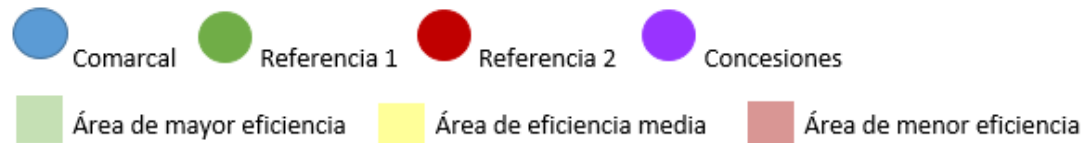
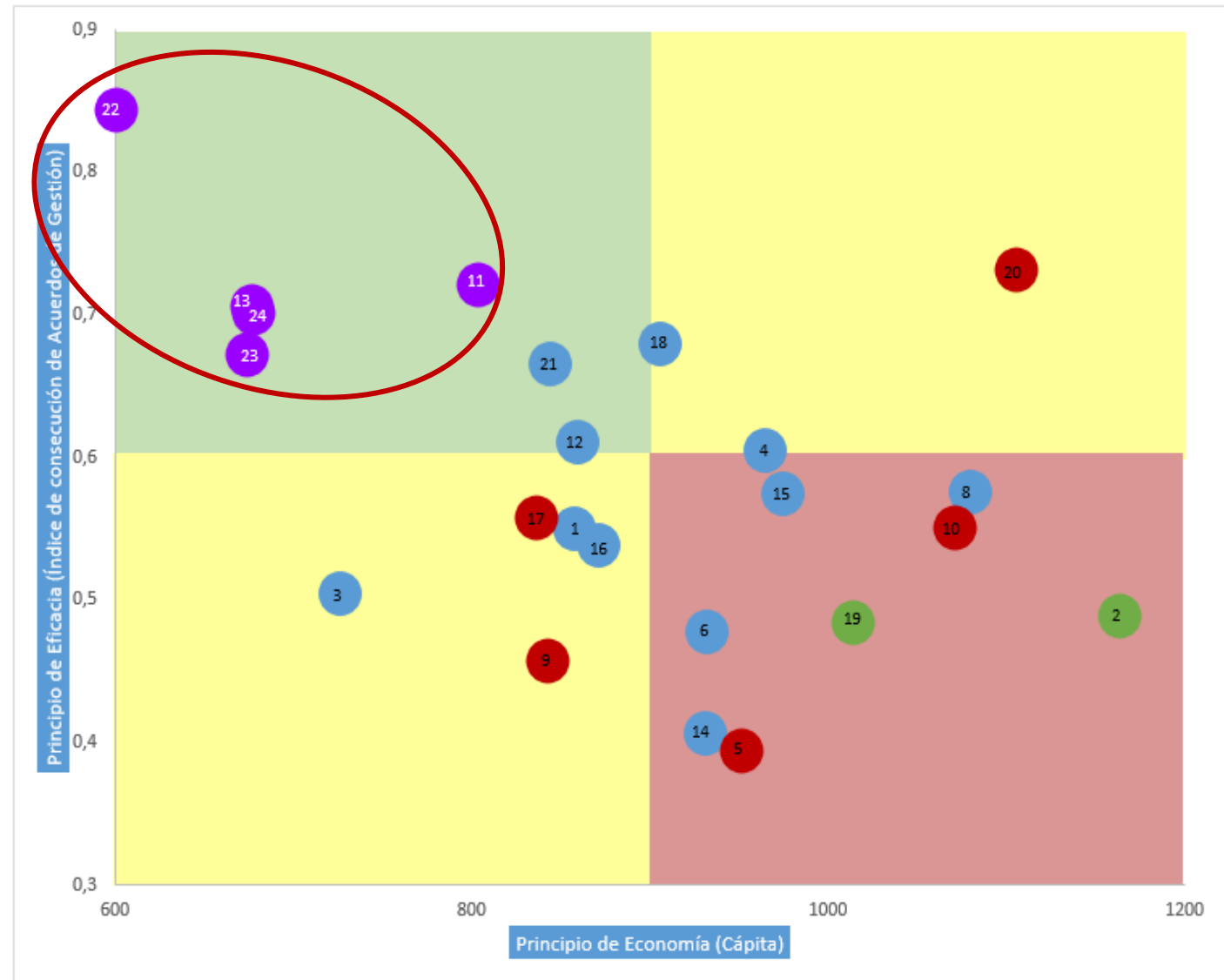
Source: Ribera Salud



# GOVERNMENT AUDIT REPORT MANISES HOSPITAL

The report issued by the official audit (Sindicatura de Comptes) on the concession of Manises with data of all the concessions throws the following conclusions:

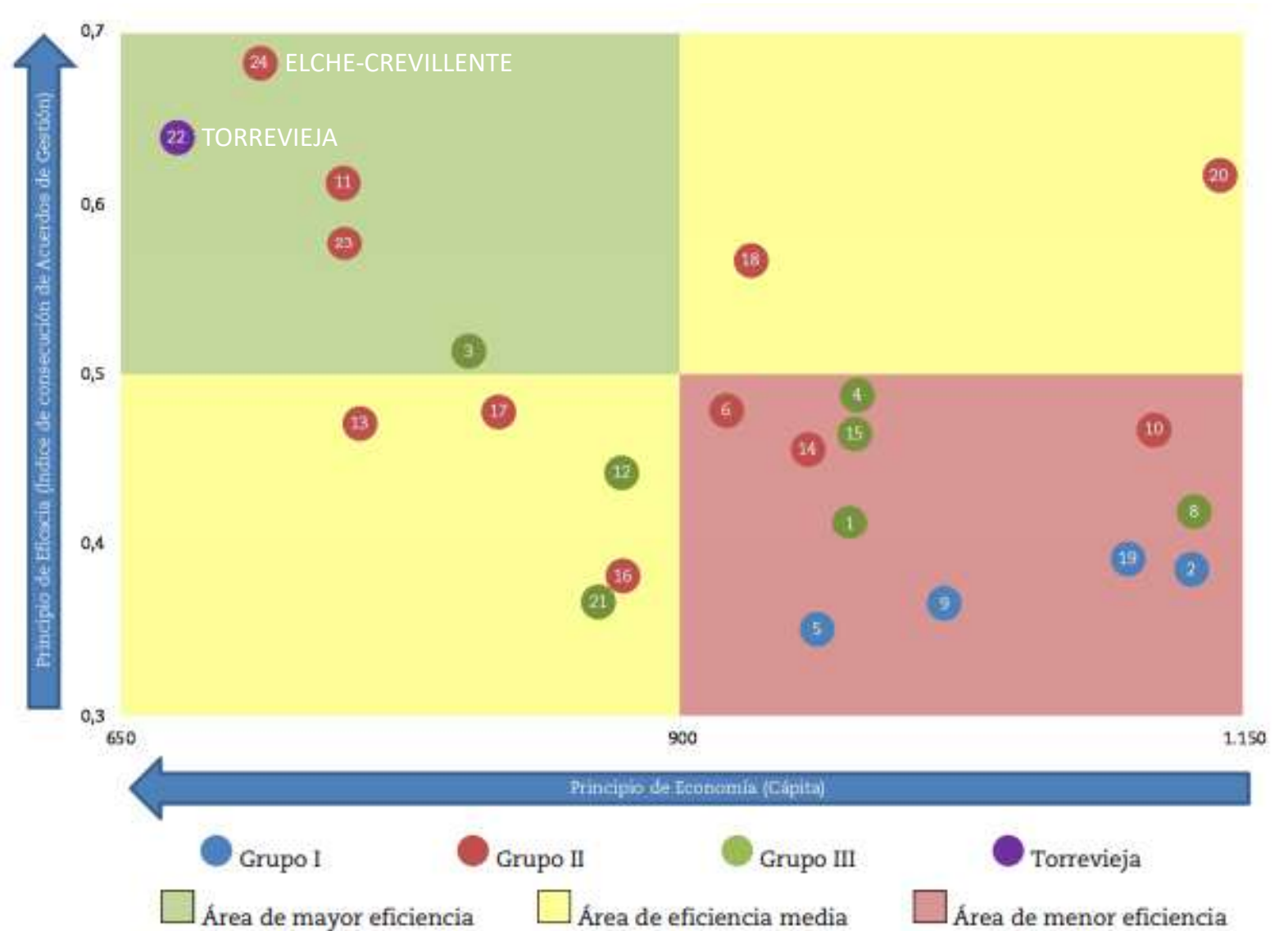
- 25% savings in current public health expenditure in relation to regional hospitals
- Better care results
- Higher investment per capita
- Increased user satisfaction
- Improve control measures by the Administration



# GOVERNMENT AUDIT REPORT TORREVIEJA HOSPITAL

The report's conclusions clarify in no uncertain terms the extraordinary value of the model of public-private partnership, which the Ribera Salud group has represented, led and defended.

Among its conclusions are the 30% savings for the public coffers (which this report calculates to be €45 million a year), a 38-day waiting list compared to the 120 days of the public system (resulting in improved citizens' welfare and quality of life), lower mortality, longer life expectancy, higher investment per citizen and higher quality. Ultimately, we are providing greater quality and greater excellence at a lower cost.

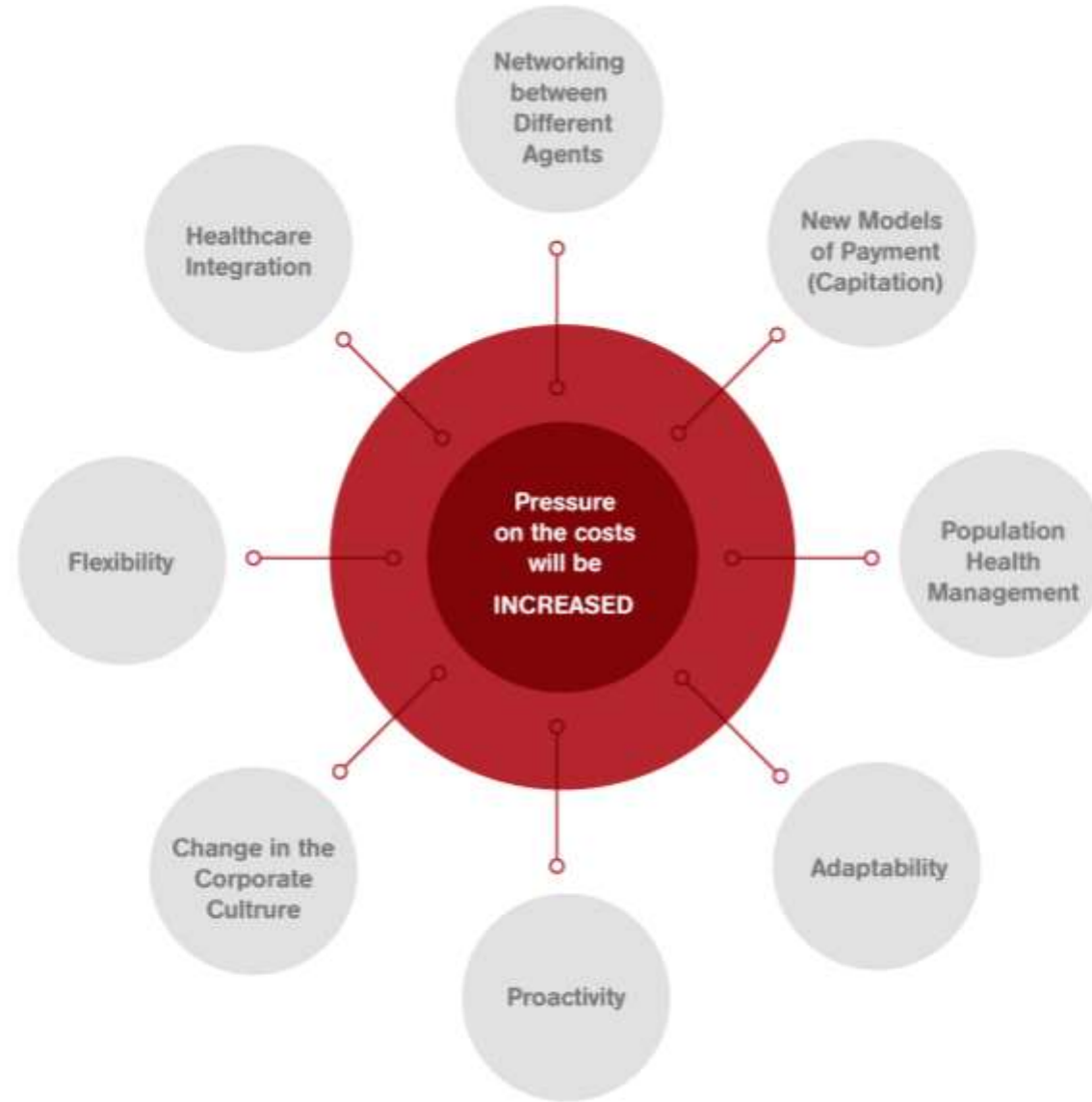


A black and white photograph of surgeons in an operating room. The surgeons are wearing white scrubs, surgical masks, and hairnets. They are focused on their work. A large, solid red circle is overlaid in the center of the image, containing the word "CONCLUSION" in white, bold, uppercase letters.

**CONCLUSION**

# CONCLUSIONS

## Reforms



# A HEALTHCARE TSUNAMI IS COMING...

It is a global challenge. We know the answer





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