

Project team, Procedural checks and personal Project brief

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APPROVAL PROJECT BRIEF

To be filled in by the chair of the supervisory team.

chair Maaïke Kleinsmann

date

12-03-2019

signature

M. Kleinsmann

CHECK STUDY PROGRESS

To be filled in by the SSC E&SA (Shared Service Center, Education & Student Affairs), after approval of the project brief by the Chair. The study progress will be checked for a 2nd time just before the green light meeting.

Master electives no. of EC accumulated in total: 9 ECOf which, taking the conditional requirements into account, can be part of the exam programme 9 EC

List of electives obtained before the third semester without approval of the BoE

☒ YES all 1st year master courses passed☐ NO missing 1st year master courses are:

name

D. Lander

date

20.3.19

signature

[Signature]

FORMAL APPROVAL GRADUATION PROJECT

To be filled in by the Board of Examiners of IDE TU Delft. Please check the supervisory team and study the parts of the brief marked **. Next, please assess, (dis)approve and sign this Project Brief, by using the criteria below.

- Does the project fit within the (MSc)-programme of the student (taking into account, if described, the activities done next to the obligatory MSc specific courses)?
- Is the level of the project challenging enough for a MSc IDE graduating student?
- Is the project expected to be doable within 100 working days/20 weeks?
- Does the composition of the supervisory team comply with the regulations and fit the assignment?

Content: ☒ APPROVED ☐ NOT APPROVEDProcedure: ☒ APPROVED ☐ NOT APPROVED

comments

name

A. Huijzen

date

1-4-2019

signature

AH

Exploring values from a multi-stakeholder perspective in healthcare

project title

Please state the title of your graduation project (above) and the start date and end date (below). Keep the title compact and simple. Do not use abbreviations. The remainder of this document allows you to define and clarify your graduation project.

start date 25 - 02 - 2019

18 - 10 - 2019

end date

INTRODUCTION **

Please describe, the context of your project, and address the main stakeholders (interests) within this context in a concise yet complete manner. Who are involved, what do they value and how do they currently operate within the given context? What are the main opportunities and limitations you are currently aware of (cultural- and social norms, resources (time, money, ...), technology, ...).

With increasing complexity of the problems in this world, far-reaching collaboration between different partners is needed to innovate. I will focus on innovation challenges in the healthcare ecosystem.

The system of healthcare needs to change, because current trends bring the financing system under pressure. The demand for care is growing, because the population is ageing and the number of infectious diseases is increasing (Bain, 2018). The solution for this unsustainable healthcare system is a shift towards value-based care (Porter & Lee, 2013). In value-based care, the patient is central and collaboration and integration between different stakeholders is required.

I will work with Philips because Philips is a leader in the field of healthcare. Philips wants to take the lead in the transformation to value-based care. Philips wants to enhance collaboration in healthcare in the setup of an Innovation Lab, a place where stakeholders come together. This innovation Lab has to accelerate the adoption to value-based care. Philips is already experimenting with the first 'Innovation Lab' in a hospital in Veldhoven (MMC).

A current challenge for the Innovation Lab is the design of a sustainable business model. Innovation Labs from the past do often depend on funds, and if the money from the fund is coming to an end, the Lab needs to stop. The challenge for new Innovation Labs is to come up with a business model approach that makes this Lab sustainable and not dependent on funds. Few approaches to defining business models exist or remain cursory (Simonse, 2014). Nowadays business models are mostly centred around one firm (Breuer & Lüdeke-Freund, 2017), but this is not a useful perspective for healthcare problems in which the collaboration between multiple stakeholders is crucial. Another limitation in the current view on business modeling is the focus on the financial value. The potential value that can be created can be of bigger importance when also the social and environmental perspective is integrated in the business modeling process (Breuer & Lüdeke-Freund, 2017). In order to be able to develop a sustainable business model at a lab level, it is important to first get a better understanding of the values that are involved from the perspectives different stakeholders and how these values influence each other.

With the higher goal to design a sustainable business model for an healthcare Innovation Lab, I will focus on a smaller part of this goal. Included in my scope are the values, both monetary and non-monetary. I aim to get a better understanding about how monetary and non-monetary values could enable to build the foundations of a Innovation Lab in healthcare.

Bain (2018) Europe front line of healthcare report 2018

Breuer, H., & Lüdeke-Freund, F. (2017). Values-based network and business model innovation. International Journal of Innovation Management, 21(03), 1750028.

Porter, M. E., & Lee, T. H. (2013). The strategy that will fix health care. Harvard business review, 91(10), 1-19.

Simonse, L. (2014). Modeling business models. Design Issues, 30(4), 67-82.

In the figures on the next page you find

- An overview about the context of my project, with my focus on value
- A planning with estimated dates included

space available for images / figures on next page

Personal Project Brief - IDE Master Graduation

introduction (continued): space for images

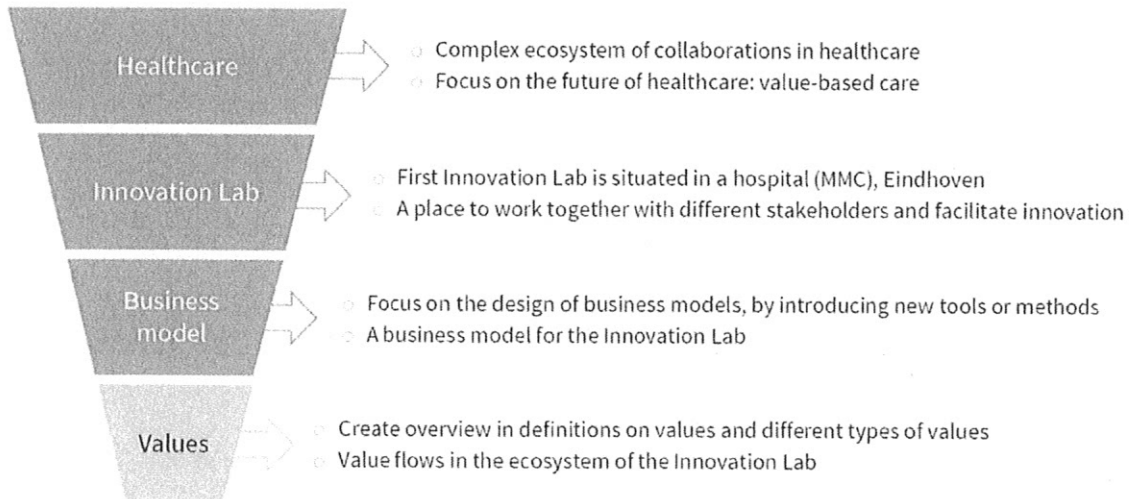


image / figure 1: The introduction visualised, blue: context of the project, yellow: my focus

image / figure 2:

PROBLEM DEFINITION **

Limit and define the scope and solution space of your project to one that is manageable within one Master Graduation Project of 30 EC (= 20 full time weeks or 100 working days) and clearly indicate what issue(s) should be addressed in this project.

Values is a topic discussed in many different types of literature, there is not one consistent definition on value. So I first need to identify how values can be categorized and exploring which types of values are relevant in healthcare. Monetary values are a common way to express value, but I want to take a broader perspective and also look for non-monetary values, such as social values or environmental values. The values are a way to get insights in the relationship between the different actors in the healthcare ecosystem.

To get an understanding of important value flows in an ecosystem of this Innovation Lab, I will interview the different actors in the Innovation Lab. The insights in important relations and value flows will be mapped for the ecosystem of the Innovation Lab. Doing so requires to look at existing tool for value mapping and adapting the tool to this case (specifically for multi-stakeholder collaborations in healthcare and working towards value-based care).

After mapping the values for the ecosystem I will reflect on the process and design tool for value mapping. This tool needs to be validated by also applying it to a second case. I will use another healthcare collaboration to test and improve the value mapping tool.

ASSIGNMENT **

State in 2 or 3 sentences what you are going to research, design, create and / or generate, that will solve (part of) the issue(s) pointed out in "problem definition". Then illustrate this assignment by indicating what kind of solution you expect and / or aim to deliver, for instance: a product, a product-service combination, a strategy illustrated through product or product-service combination ideas, ... In case of a Specialisation and/or Annotation, make sure the assignment reflects this/these.

I will study values in order to provide input for the design of new business model for an co-creation Lab in the healthcare ecosystem. I am going to analyze the different healthcare values and the relations, based on literature and on insights from reality. I draw a visual representation of value flows in the ecosystem of an Innovation Lab. I will also come up with a tool that can be used in other multi-stakeholder collaborations in healthcare for mapping values and flows.

PLANNING AND APPROACH **

Include a Gantt Chart (replace the example below - more examples can be found in Manual 2) that shows the different phases of your project, deliverables you have in mind, meetings, and how you plan to spend your time. Please note that all activities should fit within the given net time of 30 EC = 20 full time weeks or 100 working days, and your planning should include a kick-off meeting, mid-term meeting, green light meeting and graduation ceremony. Illustrate your Gantt Chart by, for instance, explaining your approach, and please indicate periods of part-time activities and/or periods of not spending time on your graduation project, if any, for instance because of holidays or parallel activities.

start date 25 - 2 - 2019

18 - 10 - 2019

end date

| Phase | Desk research on values, value-based care and existing tools | Field research on the values for the stakeholders in the Innovation Lab | Value flow mapping for the Innovation Lab | Design value mapping tool for the Innovation Lab | Test tool with a second case and improve tool | Reporting |
|----------|---|--|--|---|---|---|
| Duration | 3 weeks | 4 weeks | 3 weeks | 4 weeks | 6 weeks | 5 weeks |
| What? | <ul style="list-style-type: none"> Which perspectives on values exist in literature? What is value based healthcare? What are current tools to map values? | <ul style="list-style-type: none"> Which values are relevant for an Innovation Lab in healthcare? | <ul style="list-style-type: none"> How can the insights in value flows be summarized from an ecosystem perspective? | <ul style="list-style-type: none"> How can this value mapping approach be translated into a tool useful for other projects? | <ul style="list-style-type: none"> Is this tool working in other Innovation Lab? How can the tool be improved? | <ul style="list-style-type: none"> Summarize and conclude |
| How? | <ul style="list-style-type: none"> Reading literature Interviews with experts on value-based care Investigate current tools for value mapping | <ul style="list-style-type: none"> Interviews with ecosystem representatives | <ul style="list-style-type: none"> Mapping the ecosystem and values | <ul style="list-style-type: none"> Combine/ build on already existing tools Reflect on own approach in mapping values | <ul style="list-style-type: none"> Value mapping workshops with stakeholders Interviews for additional insights | |
| Result | <ul style="list-style-type: none"> Overview of understanding on values and chosen framework | | <ul style="list-style-type: none"> Future ecosystem map with values and relationships | <ul style="list-style-type: none"> Value flow mapping tool for the multi-stakeholder collaborations in healthcare | | <ul style="list-style-type: none"> Report and presentation |

I plan to work 25 weeks, 4 days a week on this graduation project. I will work parttime on my graduation project, because I will also take part in the IRPdelft project, this takes me 1 day a week from Feb till Oct & 9 weeks full time in July and August.

Dates:

- Midterm will be planned ~14/05
- During the first week of May I will take 1 week holiday
- Green light will be planned ~03/07
- Between 06/07 and 08/09 I will not work on my graduation project
- Graduation date ~18/10

MOTIVATION AND PERSONAL AMBITIONS

Explain why you set up this project, what competences you want to prove and learn. For example: acquired competences from your MSc programme, the elective semester, extra-curricular activities (etc.) and point out the competences you have yet developed. Optionally, describe which personal learning ambitions you explicitly want to address in this project, on top of the learning objectives of the Graduation Project, such as: in depth knowledge a on specific subject, broadening your competences or experimenting with a specific tool and/or methodology, Stick to no more than five ambitions.

During my internship at Deloitte I realized that everything seems to build on money, that money in itself can become a goal and not a medium. This can make that the higher goal of doing business is forgotten. For me having a higher goal and really delivering something that makes an impact is what motivates me. This led me to the challenge I formulated in my brief, I want to research how other types of values can be integrated in a business models. I want to search for values that more logically direct to the higher goal, in this case better care.

I am also interested in what designers could contribute to innovation in healthcare. I did not dive into this industry yet, but I think this could be something for me. I like the complexity of all partners in healthcare, I also like the fact that technology brings a lot of new possibilities for improvements.

I want to learn how to take the multi-stakeholder approach and to come up with a proposal that integrates all pains and gains for the different stakeholders. I hope I can come up with a solution-direction with something in it for all stakeholders.

I can also learn a lot from working in this bigger project, because I have to be quite flexible in my way of working. The project is in the experimentation phase, so I expect the research is never finished. This will be a good challenge for me to clearly set the boundaries of my research to make sure it will be doable to finish in 25 weeks.

FINAL COMMENTS

In case your project brief needs final comments, please add any information you think is relevant