

Tsunami warning: from baby-boom to wanted senior room

An explorative study from a multi-stakeholder perspective into public-private partnerships in the Dutch healthcare real estate market

1. PROBLEM STATEMENT

Demographic growth of elderly people



2.7 million
2017

4.0 million
2025

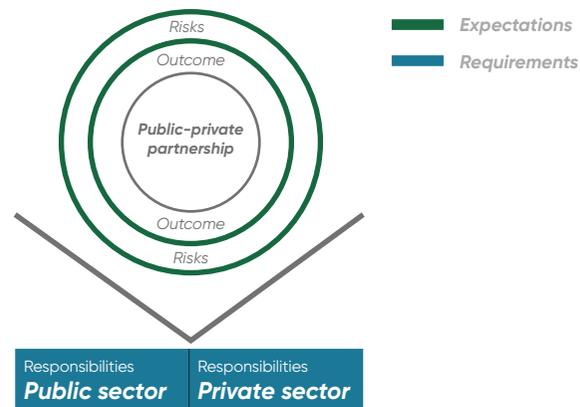


Demand for residential elderly/ care apartments/ studios **will rise up to 500.000** units over the next 10 years

Suggested solution? **public-private partnerships**

Research objective: to provide Cushman & Wakefield valuable **insights** by exploring the **expectations and requirements** for public-private partnerships in the Dutch healthcare real estate market

2. THEORETICAL FRAMEWORK



3. METHODS

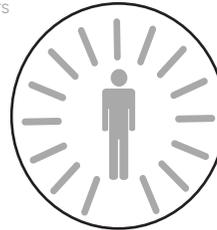
1. Extensive internal and external **desk research**
2. 15 semi-structured **interviews** from a multi-stakeholder perspective
3. **Inductive analysis**

Private sector (7)

- Investment companies
- Property developers

(Semi-) public sector (8)

- Care providers
- Housing associations
- Municipalities
- Interest organization



4. KEY FINDINGS

Expectations

Disagreement about project arrangements & **Diversity** in care provision

"You do not know how such partnerships will work out in the beginning, so I would prefer project-based agreements" (private sector)

"I am not familiar with private companies, so to provide certainty I would prefer long-term agreements" (public sector)

Time-varying risks & conjuncture risks

Market potential



Requirements

Flexibility and transparency public sector

"Flexibility should come in two stages: first, flexibility in contractual agreements and then flexibility in zoning plans and land distribution" (private sector)

"Flexibility has its limits. We cannot say yes to every proposal, we also have our legislation and regulation systems." (public sector)

Technical **innovativeness** and project financing private sector

Shared **strategic vision**

5. DISCUSSION & CONCLUSION



One of the **first attempts** to explore partnerships in healthcare real estate

Future **implementation** studies needed

1. **Ambiguity** about definition of public-private partnership
2. **Conflicting visions** about own responsibilities and of the opposing sector
3. **Distrust** limits the willingness to cooperate



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Oscar Klein

