

Derks & Derks

Delivering Recruitment & Development Solutions



• RESEARCH  
• INNOVATION  
• TECHNOLOGY

• INVENTION  
• HEALTH  
• INSPIRATION

• IN  
• CR  
• DIS

HEALTH  
CARE

€

• MEDICAL CARE  
• SOLUTION  
• IDEA

• INVENTORS  
• CREATIVITY  
• DISCOVERY

## Healthcare Contracting - The Profile of the Ideal Healthcare Buyer and Seller

**Derks & Derks has been providing added value to healthcare for over 20 years. Over the years we have acquired a unique position, at the interface of healthcare providers, industry, government and health insurers. We provide temporary and permanent professionals, develop them and ensure that they excel at their employers in healthcare. With the Masterclass NieuweZorg, we also provide content and establish connections whilst remaining closely involved in the latest developments in healthcare.**

We believe in market forces in healthcare, but also recognise that the market can be further optimised. Quality, accessibility and affordability are essential. The healthcare buyer and seller play a key role in this.

The current healthcare contractors differ enormously in terms of knowledge, experience, positioning and mandate. As a result, there is inequality in negotiations. Partly because of this, the aim is (too) often to achieve maximum results for the own organisation. Social interest is therefore at stake.

At Derks & Derks, we believe that the € 100 billion that is spent annually in Dutch healthcare can and must be divided better and more responsibly. We want to contribute to this.

However, as a supplier of the best professionals, we cannot do everything by ourselves. Increasing mutual trust

in a complex playing field is an enormous challenge. To intervene, a multi-year programme of (re-)education and a strong network among professionals within healthcare contracting is required. We are currently developing such a programme together with expert market parties. Read more about this soon on [www.healthcontracting.nl](http://www.healthcontracting.nl).

Derks & Derks sees healthcare purchasing and sales as a high analytical consultancy job. A job that deserves more stature. Not only because healthcare buyers and sellers conduct the negotiations, but also because their input can be used more. In order to 'smooth out the negotiations', we have applied our many years of experience to develop a generally applicable competence profile. This serves as a 'guideline' for organisations which healthcare buyers and sellers should comply with.

When using this profile, it should be borne in mind that three levels must be applied: junior, medior and senior. The type of organisation and its position in the healthcare landscape also has a strong influence. In addition, the profiles of a buyer and seller differ in nuances. However, the crucial competencies remain largely the same.

By making this **profile of the care buyer and seller available free of charge (from page 2)**, we are able to contribute to a better and more socially responsible distribution of care funds. We are happy to support organisations in the implementation.



**Hilde Kauffman M.Sc.**  
Manager Talent Development  
Derks & Derks

Hilde Kauffman M.Sc. is active at Derks & Derks in the talent development of professionals in Healthcare & Life Sciences. She has studied Psychology and Healthcare Business Administration and has over 20 years of consultancy experience in healthcare in the Netherlands.

## PROFILE HEALTHCARE BUYER and SELLER

The profile of healthcare buyers and sellers is less complex than the required competencies. The following elements form the core:

- affinity with healthcare and its social relevance;
- knowledge of the healthcare market/healthcare system;
- knowledge or affinity with the relevant legislation and regulations in the healthcare sector (depending on the domain, Wlz, Zvw, JW and Wmo);
- academic professional and intellectual ability;
- knowledge of business processes;
- involvement in the purchasing and sales procedure of healthcare;
- awareness of political interests and the willingness to relate to them;
- experience with the interpretation of financial analyses;
- knowledge of and experience with project management;
- a relevant network is a plus.

## HEALTHCARE BUYER and SELLER COMPETENCES

Competences should not only be explained but also defined, so that all those involved have a similar understanding and 'measure' the same. A competence is defined as: 'a behaviourally observable combination of knowledge, skills, attitude and/or personal characteristics (personal qualities) with which certain goals are achieved in a work situation'. A competency expresses people's knowledge, skills and attitudes (character traits).

Below you will find a list of competencies that are essential to effectively perform the role of healthcare buyer and seller. Below this you will find the definitions of the competences and concrete indications to determine whether someone possesses them.

1. Assertiveness
2. Organisational sensitivity
3. Building and maintaining relationships
4. Coordinating/planning and organising
5. Environmental awareness
6. Entrepreneurship/commercial orientation
7. Negotiation

### Assertiveness

Standing up for one's own interests and the degree to which someone dares to put forward their opinion and is able to hold on to it, even in the case of resistance. This manifests itself in setting boundaries and the willingness to say 'no', but also in confronting and addressing others.

- Sets boundaries and is willing to say 'no'
- Is willing to speak to and confront others
- Sticks to their own opinion in case of resistance
- Responds calmly and substantively to criticism
- Is respectful towards others

**Derks & Derks Vision:** The interests are not only those of the organisation itself. The healthcare contractor also stands up for affordability, quality and accessibility of care. This transformation requires assertiveness on the part of those who distribute the funds. Assertiveness towards the customer, but also assertiveness towards the internal

organisation. Healthcare purchasing and sales is a profession in which people often have to deal with conflicting interests and that has to deal with (sometimes enormous) pressure.

### Organisational sensitivity

The ability to fathom the power relationships in an organisation and to be able to determine the position of the organisation in the environment of suppliers, customers and competitors.

- Is tactful and diplomatic
- Is aware of responsibilities and positions
- Has insight into the various interests within the organisation
- Thinks in terms of different scenarios
- Chooses a (politically) convenient approach

**Derks & Derks Vision:** The biggest challenge for the healthcare seller is perhaps that the healthcare sector tends to take better care of the client/patient than their own organisations. 'Professionalism' can be improved. The healthcare organisation has a continuity objective (responsible for care, for employment, quality) and has small margins. Each branch also has its own characteristics: Youth care, pharmacy, paramedical, specialist medical care, mental healthcare, etc. The seller must be able to navigate this landscape smoothly. The purchaser must not only understand, but also 'sense' this.

### Building and maintaining relationships

The ability to consciously build and maintain functional relationships at different levels. Knows how to profile themselves in relationships with others and works tactfully and diplomatically and puts others at ease.

- Shows interest in others
- Pays attention to both informal as well as business aspects
- Creates a pleasant atmosphere
- Is tactful
- Communicates what they/the organisation stands for
- Gains insight into important stakeholders and acts accordingly

**Derks & Derks Vision:** it is important to have a good understanding of the (interests of) stakeholders involved in the healthcare purchasing and sales process and to be in close contact with them. This is where the foundation of trust is ultimately established. Everyone has their own approach to this. The more naturally you make contact, the more predictable you are and the greater the mutual trust. With a basis of trust, more is possible. Because the healthcare buyer and seller is a communicative spider in the web, many parties have to be addressed. From healthcare professionals to employees, from management of the healthcare provider to management of the healthcare insurer. Healthcare buyers and sellers must be firm in terms of content and empathetic in their relationships.

## Coordinating/planning and organising

The ability to effectively set goals and priorities and to identify the actions, time and resources required to achieve those goals.

- Knows how to keep an overview of various activities
- Sets priorities
- Makes SMART (follow-up) agreements about progress
- Keeps the goal in mind
- Brings structure to the conversation
- Takes into account issues that may play a role in the longer term

**Derks & Derks Vision:** coordinating, organising, structuring and planning healthcare contracting requires a systematic approach. Regular coordination and monitoring of the retrieval and monitoring of the quality indicators. Just take the coordination of the retrieval and monitoring of the quality indicators, for instance. Who do you inform and involve when, and how do you shape this process? Ultimately, the agreements have to be translated into contracts and price lists. A good healthcare buyer and seller is strong in guiding the organisation and implementing the plans. Knowledge of healthcare processes, other business processes, legislation and regulations, supply chain, etc. is important in this respect.

## Environmental awareness

To be informed about social, political and economic developments and to use this knowledge effectively for one's own position or organisation and the general interest.

- Shows interest in developments outside the organisation
- Keeps abreast of economic, social, professional and other developments
- Analyses important developments in the organisation that do not directly affect their own work area. If necessary, uses this information for their own work
- Takes into account the news value of internal events or decisions

**Derks & Derks Vision:** The ideal healthcare contractor has analytical skills based on an environmentally aware attitude. It is about understanding policy changes, legislation and regulations, finances. For example, how are annual reports read, how is the government budget interpreted. When legislation changes, the consequences for practice need to be considered. How do you deal with the tendency to organise a lot regionally/locally and in the network, with Zorgevaluatie & Gepast Gebruik (ZE&GG, Care Evaluation & Appropriate Use), Juiste Zorg op de Juiste Plaats (JZOJP, Proper Care In the Right Place) etc.

## Entrepreneurship/commercial orientation

The ability to identify opportunities in the market, both for existing and new products/services, to act accordingly and to dare take risks.

- Identifies business opportunities
- Thinks out of the box

- Is proactive in setting goals and targets
- Dares to take risks
- Identifies new developments and translates these into new activities, services or products

**Derks & Derks Vision:** In addition to environmental awareness, which is a 'thinking competence', a fully-fledged care contractor converts the analysis into a strategy. How do you translate your vision into sales propositions in relation to healthcare contracting? How do you position your organisation in tenders? Here, too, the social interest is the starting point: affordability, quality and accessibility of care.

It differs to sit at the table with small or large healthcare providers. A hospital is different from a mental healthcare institution, extramural pharmacy or district nursing. A good healthcare buyer and seller develops an account plan and a strategy. This is necessary in order not only to achieve 'success' in the short term, but to steer towards long-term goals. For example, how do you translate the tendency to organise locally and in the chain into a strategy for the longer term.

## Negotiating

The ability to effectively communicate one's views and arguments and the ability to discover and identify common goals in a way that leads to agreement and acceptance by both parties.

- Knows where their strengths lie in negotiations
- Negotiates from a shared perspective and common goals
- Provides arguments for their own position
- Negotiates, adapts and refutes the objections of the other by means of arguments
- Does not give up in the event of resistance
- Creates a win-win situation
- Meets the other halfway
- Recognises the other's interests
- Determines their own boundaries and potential concessions for negotiation
- Determines a negotiation strategy in advance

**Derks & Derks Vision:** Even when analysis and strategy have been elaborated upon properly, negotiating remains a discipline in its own right. How do you ultimately create support? The foundation is laid in the relationship. This competence is mainly about influencing techniques and working towards agreement. Dealing with resistance is crucial here.

## More information?

For more information and current vacancies (in Dutch), please visit [www.derksenderks.nl](http://www.derksenderks.nl)

## Derks & Derks

Databankweg 12a  
3821 AL Amersfoort  
T 033 - 472 80 87  
E [office@derksenderks.nl](mailto:office@derksenderks.nl)  
I [www.derksenderks.nl](http://www.derksenderks.nl)

Member of  Inrals