

WORKING AT VINTURA



**ARE YOU READY TO CREATE
MEANINGFUL IMPACT?**



Creating meaningful impact in healthcare together

There's nothing quite like a career in consultancy: a field which combines research, analysis, a methodical approach, finding correlations, and solving dilemmas. Here at Vintura, we like to take this one step further: we work together with our clients to find solutions that we're certain will really work in practice. These are solutions to complex issues, which affect large segments of the population because they are related to health and healthcare. Our motto is: 'Creating meaningful impact in healthcare together'.

The healthcare sector is an exciting and dynamic field in which much can be achieved. It is also a complex field, which is why we set such high standards for our consultants. Since consultancy requires strong people skills, we would like to introduce you in this magazine to the people of Vintura and the challenging projects they take on for our clients operating in healthcare and life sciences.

If all this sounds appealing to you, I would like to invite you to come over to one of our offices for a chat any time!

Bas Amesz
Partner

INDEX

Who we are

Page 4

NATALIA EITEL

‘Here I can accomplish true changes in healthcare’

Page 7

MARK TOLBOOM & LIDEWEY VERBAAS

‘Improving healthcare is a team effort’

Page 12

FIONA SUWANDY

‘You don’t stop after the strategy phase here’

Page 20

HIDDE NAB

‘An incredible amount of empathy for my learning curve’

Page 25

DAPHNE CHUNG AND SHUVADEEP MITRA

‘An international team with a family feel’

Page 29

SILVIA ROHR

‘Here, I get to use my skills in a way that suits me as a person’

Page 34

What we’re looking for

Page 38

WHO WE ARE

AND WHY WE DO THE WORK WE DO

Vintura is an international team of 40 passionate consultants with a common ambition: making an impact in the healthcare and life sciences sectors. We believe the best healthcare must be available to all patients, but this is not the case currently.

Today's lack of transparency regarding the quality of care has created discrepancies in quality and costs, with patients being unclear as to who provides the highest quality care. All too often, the focus is on quantity rather than on improving patient outcomes. Unless some fundamental changes are made across the sector, healthcare is bound to become unaffordable, with no real incentive for innovation.

VALUE-BASED HEALTHCARE

Vintura supports hospitals, health insurers and pharmaceutical companies across Europe in optimising the healthcare they provide to patients. Our approach is based on the Value-Based Healthcare (VBHC) concept: a framework for restructuring healthcare systems with the overarching goal of value for patients – a value which must be improved on an ongoing basis. VBHC puts into practice our mission of 'Creating meaningful impact in healthcare together'. Indeed, we are deeply committed to promoting VBHC and to implementing it industry-wide, both in the Netherlands and elsewhere.

CONNECTING AND IMPROVING

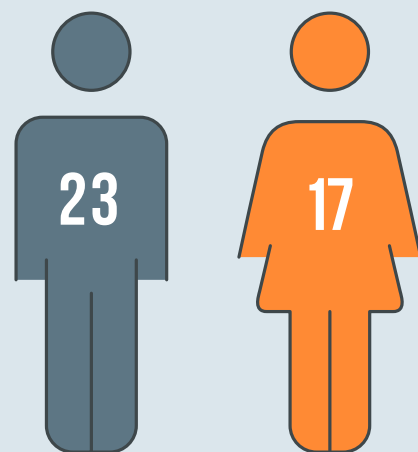
The Vintura approach is based on combining our know-how and experience with that of our clients: a process we refer to as 'connecting and improving'. This strategy delivers added value for all parties involved: we and our clients learn valuable lessons, and the solutions generated through co-creation are both widely supported and sustainable. Vintura's company motto also happens to be 'Connecting and Improving'. We maintain an open and transparent culture, we work (and have fun) together and we all share the drive to continue growing and developing. We consider personal development to be every bit as important as professional development.

COMPLEX GAME

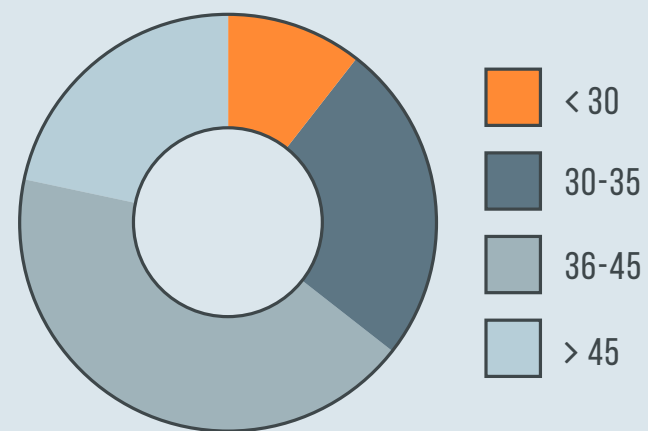
Vintura has over two decades of experience in all areas of the healthcare sector. We are familiar with the major challenges and struggles faced by academic medical centres, other hospitals and health insurers. We support leading international pharmaceutical companies, biotechnology companies and suppliers of medical tools and devices by providing strategic advice and improving organisational efficiency. The work we do as healthcare consultants is challenging and makes a real impact. We work on solving hugely complex dilemmas. Doing so together and improving healthcare in the long term in a variety of areas is what drives us!

ABOUT US

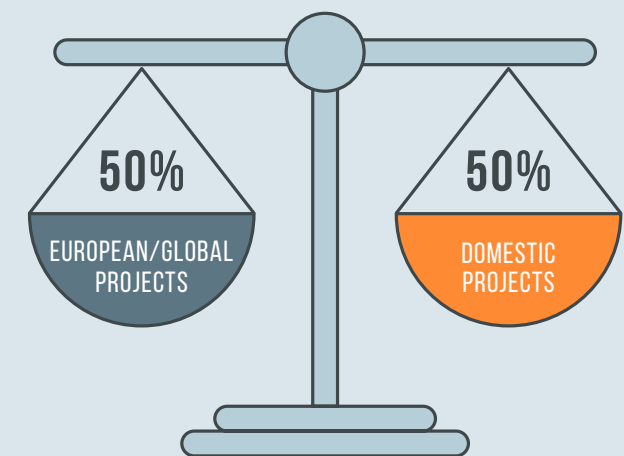
MALE-FEMALE RATIO



AGE STRUCTURE



BREAKDOWN OF PROJECTS



WHO WE ARE



**‘We work on
solving complex
dilemmas’**



NATALIA EITEL

‘Here I can accomplish true changes in healthcare’

The way Vintura recruits is really different. I got two full days to meet the team, to get to know each other and find out if our values and mission are similar. There is an openness that allows you to be your true self, which is very important to me. Be brave, don't be afraid to ask questions or make mistakes. Vintura looks beyond your skills and experience. They are interested in who you are, as a person.

True changes

Here I can accomplish true changes in healthcare. That's why I chose Vintura out of five offers and decided to move to another country again. The Netherlands is my fourth home country, but the first whose language I don't speak. I am still learning; twice a week I go to a language school and my new colleagues are really helpful.

That's how we grow

The whole team is very welcoming. It's a fun environment to work in. We make jokes, have time for each other and receive feedback on the spot, at a daily basis. They encourage us to ask questions, to be ourselves and not to underestimate ourselves. That's how we grow, that's the way to learn and improve on a professional and personal level.

A healthy work-life balance is truly important to Vintura and working hours are flexible. I am a morning person and prefer to start early. So I can leave early as well, I'm at home before 18h.00. That way it's easier to get to know my neighbors, meet new people in daily life and make new friends.

A city that makes you feel alive

Amsterdam is a very international city, I really feel at home already. Everybody speaks English and it is super green with all those trees in the streets. I love the architecture and the canals. It's a city that makes you feel alive. A few months after I moved to the Jordaan, my parents came to visit and my mom prepared a Brazilian diner for my colleagues and me. We often organize things together too.

**‘There is an openness
that allows you
to be your true self’**

Get people engaged to change

I'm dedicated to get people engaged to change. The project I work on is about how to talk about the value of a medicine, understanding the benefits for the patient and develop a more value-based, global vision. There's more to it than the price and data. To see how they accept and appreciate your ideas makes me happy.'



HELPING MEDICAL AFFAIRS MAKING THE SHIFT TOWARDS VALUE-BASED DISCUSSIONS

Natalia's first project: Medical Affairs Transformation in a highly innovative, groundbreaking therapy in a major therapeutic area; focusing on patient outcomes, a correct patient pathway and health-economic data instead of focusing on science alone.

Medical Affairs of a global biopharmaceutical company experienced difficulties dealing with questions about the price of a drug in Europe. How to explain the value? How to have more value-based discussions with stakeholders?

The client identified the need to integrate value into discussions with external stakeholders. They came to us, because we have the know-how to talk about value in healthcare with a different mindset. The goal was to transform these discussions from purely science-based to value-based, with a focus on improved patient outcomes and a correct patient pathway, addressing value in every step.”

WE BUILT A REAL RELATIONSHIP. AND A STRONG ONE.

We work together with the client, leveraging their related ongoing internal initiatives and programs. We are always in contact with the client and have regular F2F meetings to exchange knowledge. A distinctive approach: Vintura regards the client as the expert, we always work together to find the best solutions. That way, we build a real relationship. And a strong one. We just finished the first phase of co-creating the main deliverables

necessary to develop a value message that focuses on patient outcomes and includes health-economic data. Workshops with European affiliates, in collaboration with Prof. Lieven Annemans* enable the client to make the transformation.

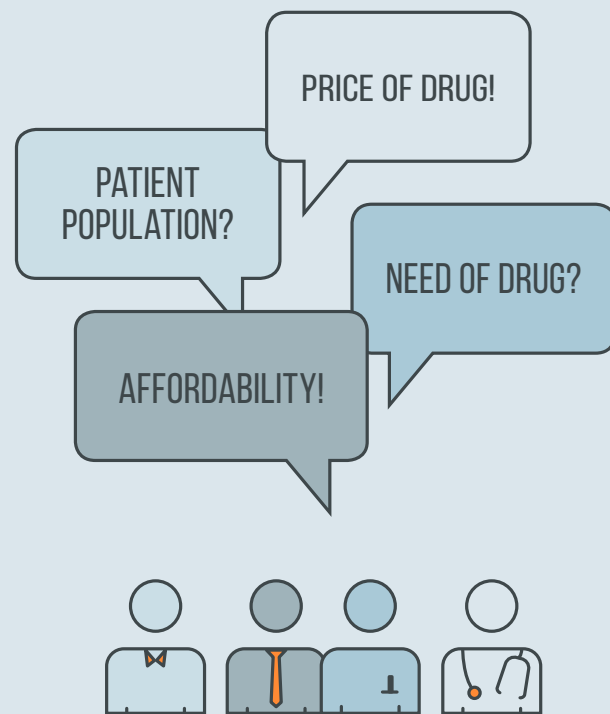
It's satisfying to see they start making a shift: Medical Affairs being able to have more value-based discussions; working cross-functionally to be more effective in exchanging knowledge. Now, we start the implementation of the updated value message, which includes a more punctual collaboration between the European affiliates.”

At the end, we will be able to make Medical Science Liaisons (MSLs) feel more comfortable in doing their jobs, they will be able to discuss topics beyond science and help specialists decide on the correct treatment for their patients. And the highest impact is for the patient: respecting the correct pathway will avoid more severe and costly events!

*) Lieven Annemans is professor in health economics at the Ghent University and expert on health economics at Vintura.

HELPING MEDICAL AFFAIRS TOGETHER WITH THE CLIENT MAKING A DIFFERENCE INTO PATIENTS LIVES

THE PROBLEM



MSRs were facing objections from stakeholders that they couldn't handle.

THE SOLUTION



Shift the conversation from purely medical-science based to value-based.

THE IMPACT

1

Correct patient pathway is respected.

2

Patients are treated according to the latest scientific evidence.

3

Avoidance of more costly and severe events.



‘If you’re looking for a consultancy firm where you can use both your head and your heart, there’s no better fit than Vintura’

NATALIA BARBOSA EITEL

- Is a bioprocess engineer and holds a MSc. in chemical and biochemical process technologies
- Born and raised in Rio de Janeiro (Brazil), as a daughter of a German dad and Brazilian mom
- Natalia loves to travel and visited almost 30 countries
- Food is also one of her personal drivers

WHY VINTURA?

‘Having an impact on our society as a whole, meeting the needs of all the stakeholders and making a difference. That’s important to me. My drive and values turned out to match perfectly with Vintura.’





MARK TOLBOOM & LIDEWEY VERBAAS

‘Improving healthcare is a team effort’

In Vintura’s mission, ‘Creating meaningful impact in healthcare together’, the last word – ‘together’ – is key. That’s because improving healthcare and achieving sustainable results is a team effort, for which we need to collaborate closely with our clients and colleagues in driven teams where everyone’s know-how and experience contributes to making genuine improvements. Mark and Lidewey tell us more about ‘co-creation, Vintura-style’.

MARK: ‘We work together in teams on all our projects. Most of these teams include two or three consultants and several people appointed by the client. Our clients are part of the team from day one, as we firmly believe that the process of implementing changes starts as soon as the project kicks off.’

LIDEWEY: ‘No matter how good we might be as consultants, when it comes to the complex world of, say, a hospital or pharmaceutical company, it’s the client that ultimately has the most expertise. If we don’t involve them, we might come up with a solution that makes perfect sense theoretically, but that turns out to be impossible to implement. Teaming up together is a way of preventing that from happening. This involves exchanging knowledge, coming up with ideas, having discussions, making adjustments where necessary, and investigating the impact together. That way, you can be certain that you will have reached a solution by the end of the project that benefits all parties involved and that really improves patient care. A report is never our end product: our job is only done when we’ve truly made an impact for our client.’

Asking the right questions

MARK: ‘We always bring experienced consultants whenever we visit clients: people with a clear vision who really bring something to the table. We communicate easily with doctors and pharmaceutical companies, but that’s not a requisite when you first join our company. If you can think logically and analytically, have empathy and are able to connect with others, you can make a difference as a consultant. You’ll soon learn the ins and outs of the industry, and by asking the right questions you can improve the quality of the collaboration.’

Equality among colleagues

LIDEWEY: ‘The fact that we work in teams is nothing special – in fact, it’s common in the consultancy business. What does make us different, however, is how we define collaboration; the fact that we involve clients so closely, as well as the equality that exists between team members. Based on our own take on the problem, we brainstorm on how we are going to solve things, and challenge each other to consider things from different perspectives.’



**‘It doesn’t matter whether
you have 5 or 20 years of experience
in this business: we all have
something unique to contribute
to any project’**

MARK: ‘It doesn’t matter whether you have 5 or 20 years of experience in this business: we all have something unique to contribute to a project. At the start of each project, we always discuss each other’s “DNA”. What do you have to contribute to your colleagues and clients, what areas would you like to develop, what makes you happy, and what do you dislike? If you discuss these topics beforehand, you know exactly what to expect from each other and what you’d like to learn from the project.’

Learning from each other

LIDEWEY: 'Mark has taught me so much about how to connect with clients: he can make you feel that he understands you from the start. He's extremely driven and always focused on what it takes to make the client happy. I'd also like to develop my skills in this area, so he's been a very good example in that regard.'

MARK: 'Isn't the fact that you can learn from each other and challenge one another what makes collaboration so great? I continue to learn from colleagues such as Lidewey every day about how a hospital is really run. I've also learned a lot, by observing her, how to structure information or come up with new ways to streamline processes. She's a sharp observer and conceptual thinker, and I learn something new from her with each project.'



FROM INITIAL PLAN TO STRONG RESULTS

One of our clients, an academic hospital, wanted to improve healthcare for patients with diabetes, who were admitted to hospital for other medical reasons. A plan had already been drafted, but the hospital was unable to implement it. An ideal opportunity for Vintura to provide assistance!

We found that diabetes patients have more trouble keeping their blood glucose levels under control in the hospital than at home. Once hospitalised, their daily routines change, their diet changes, and they inevitably get less exercise, and on top of that some people are simply too ill to manage their diabetes when they're in hospital. Unless diabetes is incorporated into the treatment of, say, heart problems or COPD, this can have all kinds of negative effects. The number of symptoms in patients increase and they tend to spend more time in hospital. Of course, this also affects the healthcare system as a whole, as every extra treatment and extra day spent in hospital costs money.

SUPERVISION BY A 'D-TEAM'

We worked with the project team to modify the plan slightly and further developed the idea of setting up a Diabetes Team, which we call the 'D-Team'. A D-Team includes diabetes nurses, endocrinologists and a fellow, who can check the monitoring system to see when a patient with diabetes is admitted to the hospital. Using the hospital information system, the team can then see if a diabetes patient exhibits a blood sugar imbalance. Depending on the severity of the case, there are various types of alerts which may then be issued, which determine

what action needs to be taken next. In some cases, the nurses must be informed, while in others the endocrinologist needs to advise the attending doctor or the endocrinologist needs to see the patient personally.

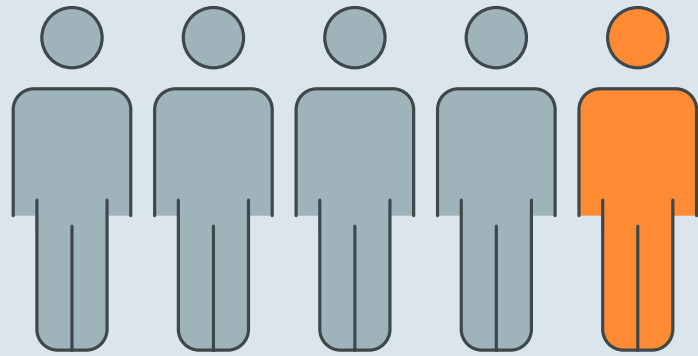
As preparation for our pilot project, we held a number of work sessions with all parties involved, so that we could assess the plans each time. During this time, Lidewey also liaised closely with physicians, nurses and IT staff, in order to assess all the requirements for the monitoring tool, discuss the threshold values, and determine what type of action needed to be taken for which type of alert.

OUTSTANDING RESULTS

The results of the pilot project conducted in one department of the hospital were extremely positive. Nurses and doctors are glad to have the D-Team right there to supervise the diabetes patients, and the patients are happy that their diabetes is being adequately monitored. In fact, the results have been so good that the system will be implemented across the entire hospital. These are amazing results that allow us to achieve significant cost savings and – most importantly – enable us to make a difference together with our clients for patients and healthcare providers.

IMPACT OF THE D-TEAM

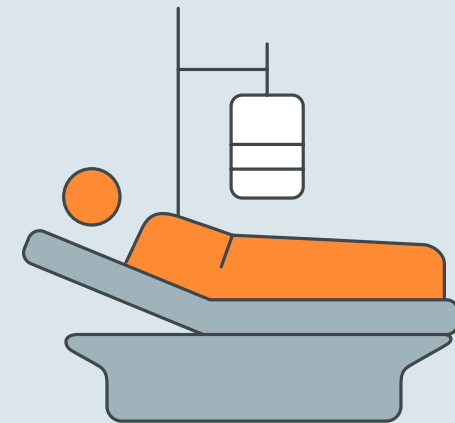
PROACTIVELY MANAGING DIABETES DURING HOSPITAL STAYS



One in five patients in hospital are diabetic in addition to suffering from the condition for which they are hospitalised.



A proactive diabetes management policy results in a reduction of one hospital day in approximately 5% of all hospitalisations.



Representing savings of four beds a year.

MARK TOLBOOM

- Lives in Amersfoort with his partner, Jolanda, and their two daughters
- Joined Vintura in 2011; promoted to partner in 2019
- Previously worked for KPMG Consulting for many years
- Coaches his oldest daughter's field hockey team and is a loyal supporter of his younger daughter's football team; sometimes likes to get on his racing bike to re-energise himself
- Has a single focus at Vintura: making clients happy by providing high-impact solutions

WHY VINTURA?

'I get a real charge out of working with my colleagues and clients by using our experience, creativity and know-how to achieve health-care solutions that really work.'

LIDEWEY VERBAAS

- Lives together with her partner, Wout, and children, Jules and Fien.
- Joined Vintura as a consultant in 2015
- Previously worked on strategic real-estate projects in healthcare
- while not a world-class field hockey player, she loves being a member of the Zwaluwen Ladies 8 team
- Made the switch to Vintura because she wants to work with clients to make an impact in healthcare

WHY VINTURA?

'Your work as a consultant does not end once the final report has been published and delivered. You always see the results of your efforts: improved healthcare.'



WORKING TOGETHER TO IMPROVE BREAST CANCER CARE

Three regional health institutions were looking to join forces in order to organise care for women with breast cancer (or likely to be diagnosed with breast cancer) as efficiently and effectively as possible.

‘One evening in May, our consultants met with a group of 15 healthcare professionals, who were looking at us impatiently. Having developed a solid plan for patients, we felt there would be nothing standing in the way of implementing the best possible care. But when it came to the question of what constitutes the “best healthcare”, how they defined this and how it was explained, they turned out to have no clear answer. Breast cancer care is complex and multidisciplinary in nature and can be managed in many different ways. We compare the current care cycles of the three institutions, find out the various ins and outs, and discuss each other’s strong suits.’

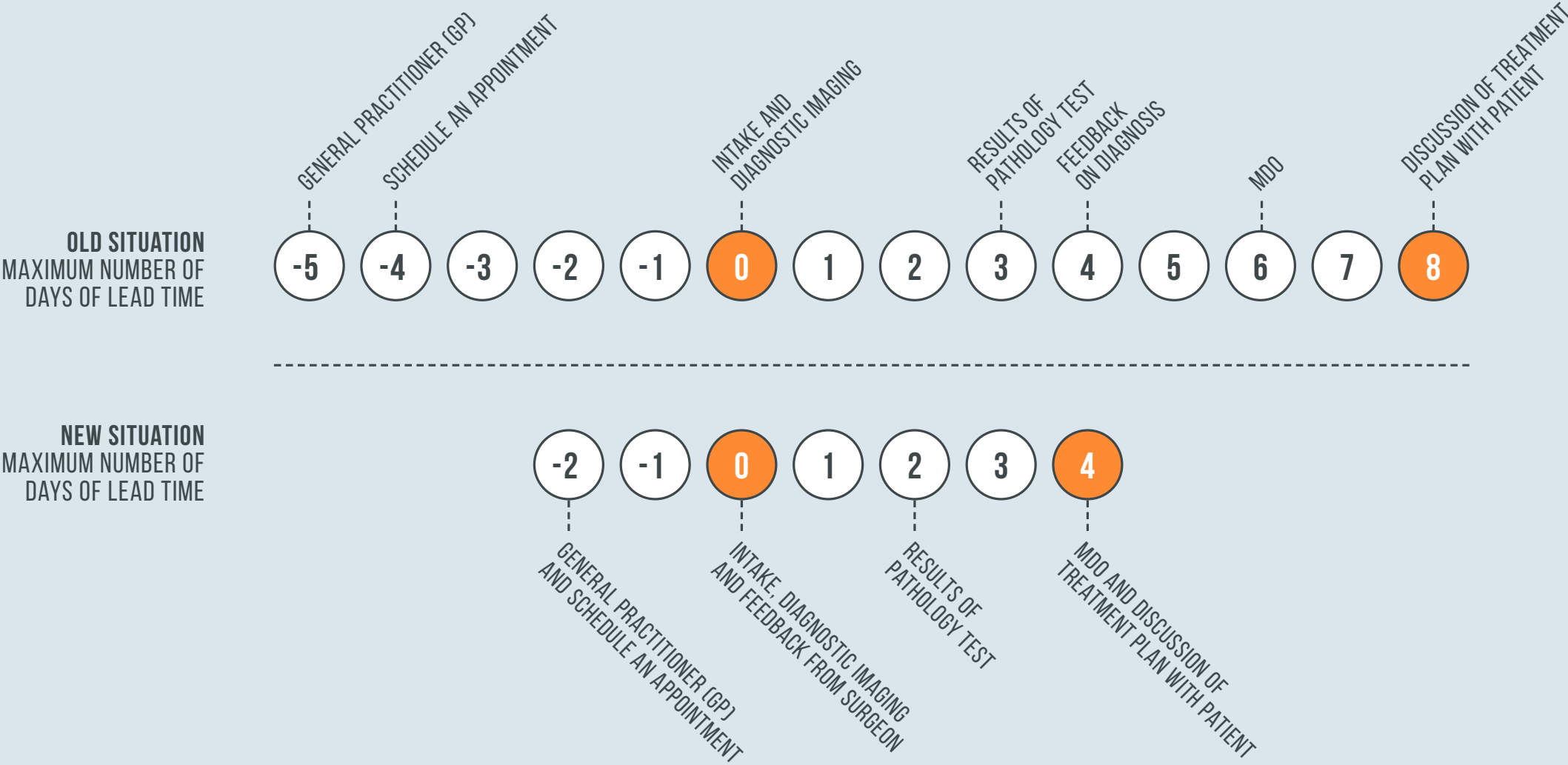
The list of opportunities for improvement grows as the project wears on, but there tend to be different ideas about how these should be handled. By putting patients’ interests first, learning from national and international best practices, and involving third parties, we can overcome the differences and make fundamental decisions.’

CHANGES IN BREAST CANCER CARE

‘This highly complex process will ultimately result in a plan supported by everyone involved. This has to be a practical plan that honours the commitment of the professionals involved, who have devoted a great deal of their free time to it. And what’s even more important: the plan has to truly improve the quality of breast cancer care for women and retain this quality in the region in the long term.’

It was a great challenge to work with so many different stake-holders on creating a plan that could be successfully implemented. The partner organisations can now offer an appealing proposition for patients, their loved ones, and general practitioners. The care cycle has become more patient-friendly and efficient and is part of an effective healthcare process. Thanks to the breast cancer centre, more than 400 new patients on an annual basis are diagnosed more quickly, receive better treatment, and see their quality of life improve in the long term.’

NEW PROPOSITION
RESULTS IN A MORE PATIENT-FRIENDLY AND EFFICIENT CARE CYCLE





FIONA SUWANDY

‘You don’t stop after the strategy phase here’

Vintura came into my life at a moment when I definitely wasn’t looking out for a new job. I was a strategy consultant at A.T. Kearney, and couldn’t imagine that there might be a better place for me somewhere... A couple of weeks later, I’d signed the contract with Vintura, and couldn’t wait to get started!’

Personal affinity

‘Right from that very first introductory coffee in Baarn, my interest as a doctor was piqued. At Vintura, I could combine my great love of the consultancy profession with my other passion: healthcare. I could work on projects that touched me personally. Collaborate with sincere people who, just like me, get enthusiastic about strategic and conceptual thinking, and who are only satisfied when they see the solution they’ve devised put into practice.’

Healthy mindset

‘When I started here, I really had to get used to the typical Vintura mindset of ‘we work hard and with great dedication, but we also believe other things are important.’ I now know that this is a very healthy attitude, and I enjoy having time and space for my other passions. It’s good to note that this doesn’t come at the expense of the quality of your work. On the contrary!’

‘Here you can see what actually happens with your recommendations in practice’

Impact in practice

‘As a former management trainee in an academic hospital and an experienced strategy consultant, I could immediately put my skills to good use at Vintura. Many of our projects start out with creating analyses and concepts, which will later be translated into concrete recommendations. At this point, the work of a strategy consultant is usually done.’

‘What I find really valuable and satisfying about my work at Vintura is that you don’t stop after that strategy phase here. You often also supervise the implementation process, and you can see what actually happens with your recommendations in practice. This does mean that when you work here as a consultant, not only do you have to have the strategic side, you also have to be strong on the human aspect of change. As I’m a ‘people-person’, that suits me down to the ground. Because even if you come up with brilliant recommendations, if you don’t know your client’s culture well and you haven’t involved the people in the process enough, it won’t work.’

‘Consultants who only get their satisfaction from solving complex puzzles won’t be as at home here, I think. If you really want to make an impact, feel that it’s important to be close to your client and to initiate change among people yourself, then Vintura is the place for you.’





‘At Vintura, I could combine my great love of the consultancy profession with my other passion: healthcare’

FIONA SUWANDY

- Loves living in Rotterdam with her partner Sjors
- Joined Vintura in November 2017
- Prior to that: medicine, AMC management traineeship, strategy consultant at A.T. Kearney
- Goes on an annual yoga retreat to unwind
- Cooking and eating with friends has always been an essential part of Fiona’s life

WHY VINTURA?

‘At Vintura, you’re more than just a consultant. I can be myself here, and live my life to the fullest. In addition, for me Vintura is the golden combination of the wonderful consultancy profession and my love of medicine.’

IMPROVING COLLABORATION BETWEEN A PHARMACEUTICAL COMPANY AND HOSPITALS

Fiona and her team helped their client (a pharmaceutical company operating at the Benelux level) to develop a clear vision and structure, so that the company would be in an even better position to organise optimal healthcare for patients, together with hospitals.

‘The changing healthcare market requires different interactions between the pharmaceutical industry and hospitals. In recent years, our client has already been collaborating with hospitals in new and valuable ways, but there was still room for improvement. Vintura’s most important assignment was to create more vision and structure. In retrospect, this project was an intensive process in which we guided the client through the different phases: the design phase (in which we set out the framework), the elaboration of all the details, the communication about the change, and finally, the implementation. Our recommendations were actually put into practice, and I was there from start to finish.’

ALL OF OUR CONSULTANCY SKILLS

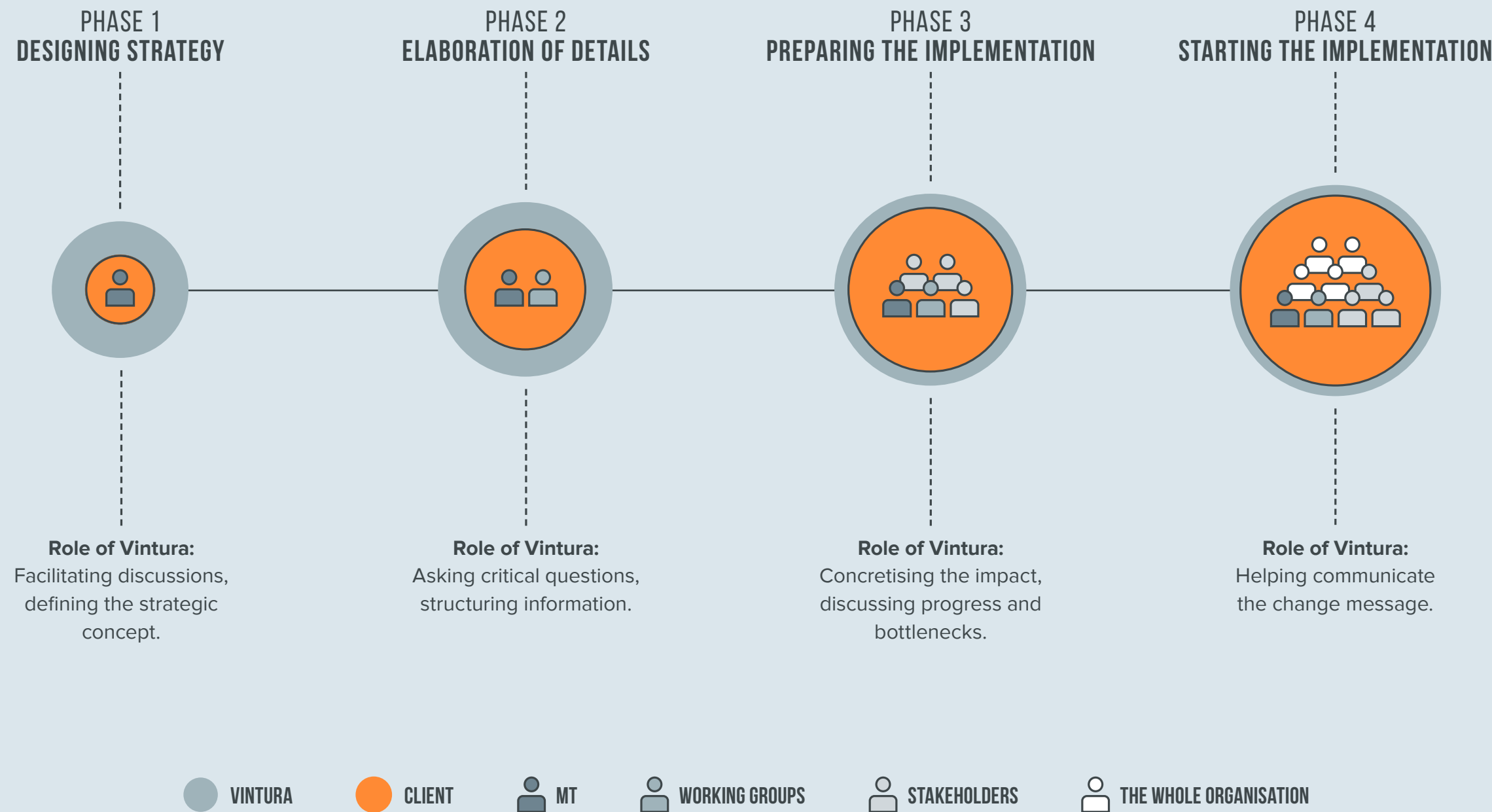
‘This project called on all of our consultancy skills: strategic thinking, analysis and structuring of information, supervising the rational and emotional aspects of change, and managing a substantial project. We were able to translate the input gathered from different perspectives into a clear, concrete proposal. We also brought the leadership team closer together and facilitated their discussions. Finally, we helped the team to communicate the ‘change message’ to the rest of the organisation.’

INTENSIVE JOURNEY

‘Vintura was close to the client throughout the entire process. By this, I mean that we devised the solution together with the client, based on a series of work sessions and almost daily personal contact. Because we’ve known this client for years, we know how best to challenge them. This approach ensured supported solutions. It didn’t feel to me like making a recommendation for the client; rather, it felt as if we’d experienced an intensive journey together in order to bring about sustainable change.’

‘The impact for the client of our recommendation is greater focus and clarity for the organisation. For example, employees know now better what their roles and responsibilities are. This means they’re more capable of working together with hospitals as a single team, with the ultimate aim of delivering the right healthcare to the right place.’

JOURNEY TO A STRONGER ORGANISATION
HOW CAN WE DEVELOP A CLEAR VISION AND STRUCTURE TO CREATE MORE IMPACT?





HIDDE NAB

‘An incredible amount of empathy for my learning curve’

Passionate about creating a sustainable future, Hidde Nab feels a strong drive to combine science with business. Practically straight out of school, he chose to join Vintura. ‘I’m surrounded by brilliant minds who bring a ton of experience. Even the most senior people are genuinely happy to share their knowledge and help me grow.’

‘Like many millennials, I feel the responsibility to make a change. Our way of life on Earth is not as sustainable as it should be. Pollution is increasing, resources are running out, the climate is changing and, in some areas, social equality is not up to par. Healthcare first appeared on my radar when I studied in Australia. I was shocked to find out that people from an indigenous background have significantly less access to healthcare than other Australians. I realized: here is work to do. All people should have access to healthcare. Not only in Australia, but all over the world.’

Social responsibility

‘People at Vintura understand that, like our planet, healthcare is a system. Meaning that a sustainable future cannot be created from one field or by one organization alone. By approaching healthcare issues in an interdisciplinary way and by bringing stakeholders together, Vintura contributes to finding future-proof solutions. All of us are very aware that everything we advise our clients can and will have an impact on societies as a whole. So, our work had better be outstanding. In taking that social responsibility seriously, Vintura truly stands out for me.’

**‘In taking social
responsibility seriously,
Vintura truly stands
out for me.’**

Understanding issues from both sides

‘Another thing that is a big plus for me: as our clients are both pharmaceutical companies and hospitals, we get exposed to both perspectives. Although I feel drawn to the pharmaceutical world, I’m mostly working with hospitals, at the moment. For me, that’s a great opportunity: I’m gaining deep knowledge about the political intricacies within this incredibly complex environment. For me, it’s a completely new system - intertwined with pharma, but vastly different. It’s great to get to know it as a whole. Broadening my vision and understanding issues from multiple angles will help me bridge the gap between stakeholders. I feel I’m becoming a better consultant for it.’

Seen as a human being

‘Surrounded by brilliant minds with a ton of experience, I’ve been shown an incredible amount of empathy for my learning curve. Even the most senior people have been offering me their knowledge in a very generous way. At my first job, hours were incredibly long and the culture was just too competitive for my taste. Here, my colleagues are genuinely interested in who I am beyond work and make a true effort to connect on a personal level. And, although we are a high-performing company, nobody expects me to do the impossible. I love that at Vintura, it’s okay to say: I don’t know. I don’t have to pretend to be something that I’m not - and I’m seen for what I am. A human being.’





HIDDE NAB

- Holds a BA in Future Studies, a BA in Biology and an MSc in Science & Business
- Did a minor in Indigenous Australian Issues aan de University of Queensland in Brisbane
- Lives in Amsterdam
- Wrote two theses on bacteria that he is very proud of. The first attempted to industrialize extremophilic bacteria, the second attempted to identify new targets for antibiotics in the bacterial cell wall
- Is an avid gamer. Yes, he admits to playing World of Warcraft

WHY VINTURA?

‘I choose Vintura for its culture. Here, I’m surrounded by intelligent, experienced people. They bring a wealth of wisdom – and they are not afraid to share.’

‘People at Vintura understand that, like our planet, healthcare is a system. A sustainable future cannot be created from one field or by one organization alone.’

DUTCH TOP HOSPITAL NOW READY TO FACE THE FUTURE

Focused on the future, a major top clinical hospital in the Netherlands asked the question: where can we structurally save costs, while ensuring the same quality of care for our patients? Vintura was asked to optimize the hospital's care pathways and design a plan to help the hospital become future-proof.

Dutch politics have determined that, after 2022, the national hospital budget will no longer grow. However, due to innovation and an aging population, healthcare costs will steadily increase. As a result, hospitals need to save costs without compromising the quality of care. By providing the right care in the right place, by the right professional, at the right time and at the right price. Our client wanted to save 4.700 days of hospitalization, the equivalent of one department. Together, we far exceeded this ambition.

ALL OF OUR CONSULTANCY SKILLS

The first step: uncovering all costs that benefited neither the hospital nor the patient. Per department, we examined all care pathways. We didn't do this alone: we interviewed healthcare professionals about every aspect. We asked them: how are things arranged now and where could it be more efficient? With their pointers, we dived into the data. We found that patients sometimes underwent unnecessary procedures, delaying discharge and leaving patients in hospital unnecessarily long. In close collaboration with the health care professionals we interview, we found opportunities to smoothen internal processes and communication, plus even better ways to deliver care.

MORE EFFICIENT CARE PROFILES AND COMMUNICATION

A clear picture of opportunities in mind, we designed measures to speed up patient outflow and internal transfers. After having these measures feedbacked by the healthcare professionals we interviewed, we were able to present a widely supported plan to ensure that patients undergo fewer unnecessary procedures and can go home earlier. Apart from optimized care profiles, the plan includes ways to ensure clear communication between the internal transfer agency and the hospital wards, resulting in a faster transfer of patients. By implementing these measures, the hospital can save more than 6.000 hospital days, without putting patients' healthcare under pressure.



DAPHNE CHUNG AND SHUVADEEP MITRA

‘An international team with a family feel’

All Vintura’s offices bring their own unique flavour. What defines the London office? Why would an experienced consultant choose to join a boutique firm headquartered in the Netherlands, of all places? What sets Dutch business culture apart from British business culture? Daphne Chung and Shuvadeep Mitra share their thoughts.’

SHUVADEEP: ‘A hard bed for Healthcare and Life Sciences, London is the place to be for a firm like Vintura. I’m excited to help this company grow. Apart from connecting Vintura to a core set of clients, I aim to bring in people that are a great fit to our culture and to make sure that their enthusiasm continues to flourish. My parents taught me that if you build people the right way, business will follow.’

DAPHNE: ‘That definitely resonates. Like Shuvadeep, I want to elevate people and help them succeed. I’ve always been interested in what makes people tick, which dovetails beautifully with being a Principal at Vintura. I love working with people to unlock their potential, make more meaningful choices and perform at their best more often. At Vintura, I get to do just that.’

Vintura culture

DAPHNE: ‘Depending on the project, I may work together with people based in the Netherlands or Germany. Despite the geographical distance, I feel that we are one pool of people, one Vintura. As Vintura’s culture is centered around connecting on a human level, it’s almost got this family feel. Vintura was intentionally built around strong values: we all share a drive to do the right thing and contribute purposefully. I love how it’s not just words: underpinned by coaching concepts, our founders are ambitious to inject the values and maintain them throughout the company’s growth.’

SHUVADEEP: ‘In a way, Vintura’s culture is similar to London’s culture. An international city, London is the collective of multiple identities. Despite our individual backgrounds, all Londoners have bought into a set of values. London’s diversity enables the coming together of different communities, an opportunity for people from all backgrounds to share and experience each other’s cultures. All the ingredients are equally important. Treating one ingredient better than another will leave a bitter unpleasant taste.’

Nobody has a claim on fact

SHUVADEEP: ‘Vintura’s culture feels similar to the Scandinavian way of working: it’s transparent, direct and pragmatic. People don’t beat around the bush. It may feel a little forward at first, but you’ll find out soon enough that the intent is benign. By sharing their feedback, people actually offer you the chance to do even better. I like that it works both ways: everybody is invited to challenge a perspective. Honestly, I find it quite refreshing to be able to air out my thoughts. I noticed that my work relationships have improved by being more open and authentic.’

‘Vintura’s culture feels similar to the Scandinavian way of working: it’s transparent, direct and pragmatic.’

DAPHNE: ‘I appreciate that nobody has a claim on fact. No matter your level, everybody has a right to express their views. At Vintura, this translates into a uniquely democratic process. Recently, compensation packages needed to be reviewed. Instead of just calling the shots, leadership said: ‘as it’s your money, you have the right to decide.’ During town halls, we were divided into small discussion groups. Based on our input, the compensation packages were designed. For me, this is one of the things that make working here special.’

Online onboarding

DAPHNE: 'Another area where Vintura's culture shines through? The onboarding process. Because of COVID-19, I was interviewed and onboarded online. Never had I expected that online onboarding could feel so warm. I remember opening my inbox for the first time, and every single one of my colleagues had sent me a message to welcome me to the team. Every single one of them. I had never experienced that before.'

SHUVADEEP: 'I, too, was impressed: the whole process was so very well-structured. I received an email with links to who was responsible for what and some case studies to read up on. My calendar was booked with one-on-one chats to get to know everybody - even some breaks were scheduled. What I also loved was that I was thrown into a project straight away, showing me that the team values a fresh perspective and wanted me included.'

**'No matter your level,
everybody has a right
to express their views.'**





DAPHNE CHUNG

- Daphne grew up in London and Hong Kong.
- Considers herself a lifelong learner.
- Holds an MBA, an MSc in Science Communication, an MSc in Industrial, Organizational and Business Psychology and a BSc in Medical Microbiology.
- She's also an accredited executive coach.
- Writes short stories, plays the piano and draws people and portraits.

PREVIOUSLY WORKED FOR

Blue Latitude Health, Resolute Coaching (which she founded), Prophet, ZS Associates, Publicis Life Brands Resolute and many more.

WHY VINTURA?

‘Joining Vintura meant joining a new community, where I have ample opportunity for learning and giving back.’

SHUVADEEP MITRA

- Shuva grew up in Bangkok and Toronto and has lived and worked in eight countries (Canada, Thailand, India, Denmark, France, Singapore, China and the UK).
- One of his main drivers is alleviating poverty.
- He's extremely passionate about sports, electronic music, travel and reading.
- His favorite way to get to know a country is reading up on its food.
- Lives right across Borough Market, London's iconic food market.

PREVIOUSLY WORKED FOR

Accenture, FinTech Innovation Lab London, Novo Nordisk, GSK and The Hospital for Sick Children.

WHY VINTURA?

‘For Vintura, London is the place to be. Knowing the industry quite well, I'm excited to help the company grow.’

GOING BEYOND THE PILL: CREATING A POSITIVE, HOLISTIC PATIENT EXPERIENCE FOR A NEW CANCER TREATMENT

Preparing to launch a new cancer treatment, a major pharmaceutical company desired to develop a patient experience that would set them apart from the competition. Together with the organisation's team of international experts, Vintura set out to ideate a tangible beyond-the-pill solution, supported by all stakeholders.

DESIGN THINKING APPROACH

A valuable beyond-the-pill solution that would benefit both patient and provider, that was what we were going for. So, we took a three-step design thinking approach: empathize, ideate and test. First, we interviewed patients, their loved ones and healthcare providers to identify unmet needs, such as greater information provision about their disease along their disease journey, and greater psycho-emotional support during their diagnosis. Then, we hosted, with the client, a series of ideation workshops to determine how we could best address these needs, across four areas: logistical support, informational support, physical environment improvement and psycho-oncological support. Lastly, we tested the patient experience, to ensure patients truly would benefit from them.

WORKING WITH OUR CLIENT, NOT FOR THEM

This is where Vintura provided our true value: by connecting all stakeholders, taking an outside-in approach: we work with our client, not for them. From this project, several tangible ideas for beyond-the-pill solutions emerged, validated by patients, loved ones, healthcare providers and internal stakeholders. Not only will those solutions ensure better logistical processes and set our client apart from the competition, they will also – perhaps more importantly – increase the patient's ease, access and comfort.



SILVIA ROHR


‘Here, I get to use my skills in a way that suits me as a person’

According to some, Silvia Rohr was living the life. Boasting a strong academic background, she found herself at one of the world’s most prestigious consulting firms. Yet, it didn’t work for her. At Vintura, she found what she was looking for: a healthy work-life balance and projects that have a meaningful impact on the world.

‘Some people are jackhammers: they focus intensely on one thing, diving in deeply and tuning out any other pursuit. Others are like hummingbirds: flitting from flower to flower, letting curiosity lead them from one interest to another and making the world a better place by ‘cross-pollinating’ the various areas they touch. A year before finishing my PhD, I remember going for a run and asking myself: “what is it that you really want to do?” A hummingbird by nature, strategic consulting allows me to be close to innovations and research, while conveying academic knowledge to the world. It’s one thing to be bright, it’s another to bring it on the road.’

Tasting big company culture

‘A little over a year after I joined, the small consultancy company I was working at got sold to EY. As a team, we were suddenly moved to one of the biggest firms around. Quite a change. I felt torn: I got exposed to a myriad of different topics and consultancy styles, which I liked, but the culture within this big company just wasn’t for me. After the team broke apart, I left EY and joined BCG. I loved that the people there were very bright and happy, and that the way of working was very agile, but the job came with a horrible commute. I found myself either working or on my way to work. There was no time for anything else.’




‘I get to pursue my passion for research and learning, while bridging different worlds.’

Sincere and passionate people

‘After tasting big company culture, I was looking to join a boutique consultancy firm again. Why Vintura? At these big firms, I got to fill my toolbox and grow as a consultant. Yet, in my experience, people that work at a smaller firm are generally sincerer and more passionate about what they do. As I wasn’t keen on moving to the Netherlands, it helped that I already knew someone at Vintura: Natalia, one of my colleagues at my first team. Her enthusiasm enticed me to seriously consider the opportunity. So, when I found out Vintura was looking to open an office in Munich, I was all ears. Especially when I learned Vintura practices ‘naked consulting, as described by Patrick Lencioni in his book Getting Naked. I wanted to do that!’.

Naked consulting

‘Vintura holds a strong vision on healthcare and life sciences, firmly rooted in academics and our experience in stakeholder management. As ‘naked consultants’, we are unafraid to take a stance and to confront clients with difficult information and perspectives, even if they might not like hearing it. We also admit our weaknesses and celebrate our mistakes. It works: when we dare to be vulnerable with the people we work with on a daily basis, we build stronger relationships, demonstrate our trust in them and inspire them to improve by being vulnerable themselves. Because of this openness, I feel I don’t have to wear my shield of protection anymore; I can just be myself.’



‘My work is not meant to help someone else look good; it’s making true changes in people’s lives.’

A healthy work-life balance

‘At Vintura, I get to pursue my passion for research and learning, while bridging different worlds. Surrounded by bright minds, I get to use all the skills I developed at big companies and apply them in a way that suits me as a person. Don’t get me wrong: I still enjoy putting in the hours. But a lot has changed, since I joined Vintura two years ago. Generally, I’m much happier: I have been in a relationship for two years. I have time to enjoy a cup of tea at my balcony every morning, when I work from home. And my work is no longer meant to help someone else look good; it’s actually making true changes in people’s lives.’

‘At a large consultancy firm, I got to fill my toolbox and grow as a consultant. Here, I get to apply them in a way that suits me.’

SILVIA ROHR

- Is a physicist and holds a PhD in Molecular Biology.
- Silvia finds inspiration in TED talks and books. She likes Elizabeth Gilbert and Brené Brown
- Lives in Munich
- As a side project, Silvia co-founded a start-up in MedTech
- Running is Silvia’s favorite way to unwind

WHY VINTURA?

‘It’s a small company, which is a big plus for me. I work with sincere, passionate people that are great at what they do. And Vintura values a healthy work-life balance. That’s important to me.’



BRINGING CANCER CARE CLOSER TO PATIENTS

During the COVID-19 pandemic, a global bio-pharmaceutical organization was looking to leverage a new formulation of their hospital product, so cancer patients would be able to receive treatment outside of the hospital. Vintura was called in for assistance. A great opportunity for Silvia and the team to make a difference in the world.

For cancer patients, being able to get the right treatment is incredibly important. For some, it's about a better quality of life. For others, it's a matter of life and death. However, due to COVID-19, patients feel less comfortable to visit a hospital for their treatment. By making a new version of their treatment available outside of the hospital, our client wanted to bring their cancer care closer to patients across the entire EMEA region. Against the backdrop of big differences between healthcare systems, the need for sustainable solutions and a lack of experience on the topic in the company, a generic framework that could be adjusted to the specific context needed to be developed as quickly as possible. Vintura was asked to do exactly that.

A FRAMEWORK FOR ALL EMEA COUNTRIES

As Vintura excels in both stakeholder management and in developing concepts for complex problems, this project allowed us to work in our sweet spot. From the very beginning, we ensured company stakeholders as well as health care professionals and patients had a seat at the table - a challenge in itself. In co-creation with a cross-functional core team, we developed a framework, including perspectives from commercial, medical, market access, business insights, and patient solutions. We conceptualized the discussion on care delivery contexts and models.

We structured the development of the ambition for sustainable solutions. And we made sure to include input and feedback provided by subject matter experts, country company members, doctors, nurses, pharmacists and patients. As a result, within three months we were able to develop a flexible, yet concrete framework allowing all EMEA countries to develop sustainable solutions tailored to their needs.

TAILOR-MADE SOLUTIONS ENSURING CANCER PATIENTS TREATMENT

Based on Vintura's framework, within four months eight countries had started pilots to bring cancer care closer to patients. Another seven are about to. As we intended, the framework offers countries a strong foundation for sustainable solutions, as well as the flexibility to come up with something that fits their unique context like a glove. Some solutions take a classical approach: setting up temporary patient support programs and facilitating transferring patients back to hospitals after the pandemic, for example. Other solutions take a more structural approach, such as collaboration between hospitals and care facilities in the region. Currently, all the company's EMEA offices are engaged in innovating cancer care beyond COVID-19. As a next step, our client will develop digital solutions for treating cancer patients outside of a hospital to support the initiative even further.

WHAT WE'RE LOOKING FOR

AND HOW WE CHALLENGE YOU!

We're looking to improve all the time: we feel Vintura should be better today than it was yesterday. We set a high bar for our consultants: you should be sharp and analytical and able to think creatively and conceptually. You have excellent communication and interpersonal skills and the ability to connect and motivate people. You love what you do, are experienced, and excel at your job.

INTERNATIONAL EXPANSION

We have a growing number of clients throughout Europe. Since our approach is based on co-creation and connecting with our clients, a good fit with the client is crucial: both at the personal and substantive level, but certainly also on a cultural level. We are therefore actively looking for international consultants who feel passionate about their work and the healthcare and life sciences sectors.

STOP PROVING, START IMPROVING

Once you're part of our team, we'll expect you to continue working on your personal development: not so you can be better than your colleagues, but to be better than you were yesterday. Having ambition does not mean you can never make any mistakes, or can't rely on your colleagues to help you out if you ever get stuck. Vintura's culture is focused on personal development, and you can't develop without trying, learning and being unafraid to show your vulnerable side. It's about showing that there are areas you haven't quite got the hang of yet. If you don't signal this to others, you're not going to improve but will start falling behind. And that's something we want to avoid no matter what.

MAKING A REAL IMPACT

In addition to the desire to keep improving, we also feel it's important that you have a desire to do *meaningful* work: that you want to make a difference and be proud of your contribution to better healthcare. What matters to you is not to deliver an impeccable report, but rather to support clients by providing solutions that truly make a difference and ensuring together with the client that those solutions are truly implemented.

A PASSION FOR LIFE

Our approach appeals to leading hospitals, healthcare institutions and some of the world's largest pharmaceutical companies in the Netherlands and beyond. They value our work with an average client satisfaction score of 8.8. We're always there for our clients. But you're never 'just' a consultant at Vintura: we're aware that you're also a dad, mum, partner, football coach, home chef or sailing fan. While you are passionate about your work, you know how to maintain a healthy balance between your job and your personal life.

‘My personal goal is to hire people who are better than I am’

BAS AMESZ, PARTNER

WHO WE'RE LOOKING FOR...

We are primarily interested in university graduates from within the European Union. At least three years of consultancy experience with a leading firm is required, and experience in the life sciences and/or pharmaceutical industry is strongly preferred. We also expect you to be experienced in client management and business development, and have an excellent command of English and a good command of at least one of the following languages: German, Spanish or French. We will expect you to regularly be present at our Dutch office, which is located just 30 minutes from Amsterdam's city centre, in the town of Baarn. Vintura can provide support to consultants looking to relocate to the Netherlands.

APPLICATION PROCESS*

Preliminary interview

Personal introduction, in which we find out more about you and you learn more about Vintura.

Are we a good fit for each other?

At the end of the interview, you will be requested to take a personality test.

Interviews

We will schedule two back-to-back interviews. The purpose of the first one is to discuss your personality and to assess whether you and Vintura are a good fit. This will be followed by a case-based interview to test your analytical and conceptual thinking skills.

Case study

The final stage of the application process is a one-day case study, to be conducted at our offices. After giving you time to prepare in the morning, we'll break for lunch in the afternoon, after which you will present your solution to your future colleagues.

*) Note: this standard process may vary depending on candidates' background and experience. You also have the option to complete part of the application process online.

Meet Vintura

Vintura is always looking for experienced consultants. Our ideal candidates are university graduates with at least three years of experience in the consultancy profession and in the health-care or life sciences sectors. We would like to meet you if you're interested in 'improving and connecting', are open to a fresh new approach to consultancy, and would like to create an impact in healthcare together with a team of some of the best and brightest consultants around.

You will find a detailed profile on our website, vintura.com. You can also read more information there about our company, our team and our projects. Please send your cover letter to careers@vintura.com or phone Bas Amesz on +31 6 51 08 09 35.

OUR OFFICES



BOOK TIP:

Here at Vintura, we're big fans of the book *Getting Naked* by Patrick Lencioni. We are firm believers in the 'naked' approach discussed in this book. Do you think this approach would suit you?