

healthCare cybernetics

Health Tourism Integration and Clustering

Total Healthcare Information™

HealthCare ClusterMap™

(Constantine Constantinides, M.D., Ph.D.)

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Health Tourism Domain  
Integration, *Segmentation* and Clustering

- Provide the Context
  - Explain the Concept
    - Describe (briefly) the Practical Project Model

...hopefully, some knowledge, strategic thought – and thought for action

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What is “Health Tourism”?

A “catch all” term

A collective term for numerous and diverse services related to health and involving some travel

“umbrella” term – but an *inverted* umbrella

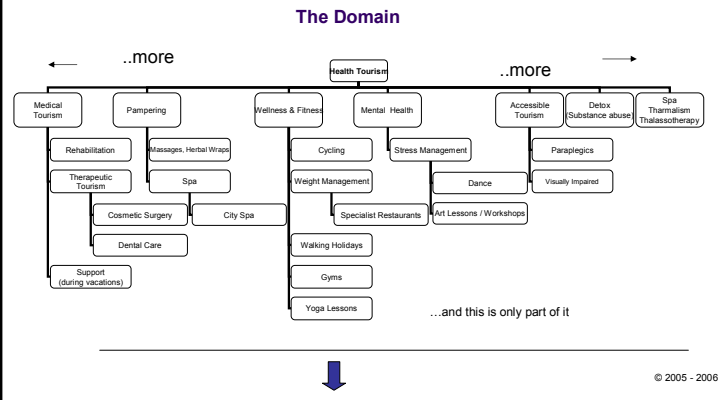
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Health Tourism comes in many flavors....

...basically, a broad spectrum of Services

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## What is Health Tourism?



## ... and Health Tourism *Extensions / Addenda*

Sports Tourism  
Culinary Tourism  
Workplace Wellness Programs  
Health Insurance Incentive Programs / Plans  
Accessible Tourism (disabilities / special needs)

- Renal Dialysis
- Cardio-Tours
- Wheel-chair-bound
- For the Elderly and Frail
- Sensory Impairment
  - Visually Impaired

Health Tourism for Children

Elderly Care

- assisted independent living abroad (seasonal / intermittent / year-round)



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## Who and What makes up the Health Tourism Domain? ...Entities (natural and legal) – the Stakeholders - and Structures

### The Domain Elements



Natural Entities



Legal Entities



Structures

(Healthcare and Tourism / Hospitality)

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## The Health Tourism a diverse and widespread Domain

### Stakeholders

- Health Insurers
- Tour Operators
- Hoteliers / Hospitality Industry
- Restaurant Owners
- Sports Industry
- Politicians
- Event Organizers
- etc
- Tourism Sector authorities
- Healthcare Sector Authorities
- Healthcare Providers
- Education and Training Providers
- Trade Journal Publishers
- Think Tanks
- Consultancies
- Intermediaries / Brokers
- etc

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..to *make* Health Tourism  
(cross pollination - a hybrid domain)

#### Healthcare Sector Elements + Tourism Sector Elements

##### Healthcare Sector

- Element a
- Element f
- Element n
- Element etc

##### Tourism Sector

- Element w
- Element X
- Element Y
- Element etc

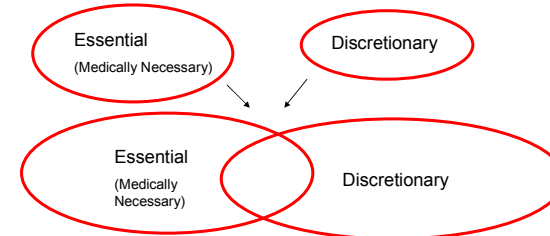
Health Tourism Form XX

Health Tourism Form XXX



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#### Health Tourism Services (need to segment) Necessity-based Classification



Paid for by "NHS, Health Funds, Insurance"

Paid for "out of pocket"

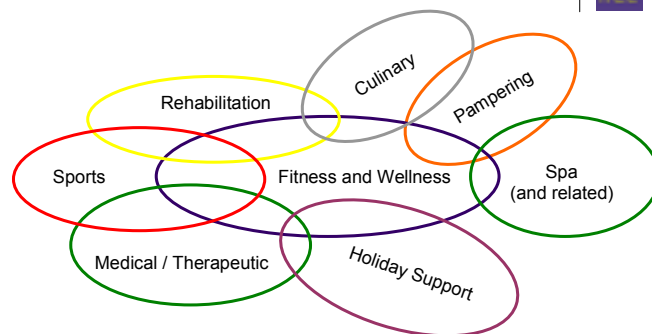
Inevitable overlap – matter of designation / interpretation / Definition

e.g., "newly-become essential" – Bariatrics – Obesity Management

...and some newly becoming "non essential" (e.g., natural spas) – the challenge

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#### Health Tourism Services - "Purpose" Categories Convergence & Overlap



Inevitable overlap of Services and the purpose they serve

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#### Can Spa Tourism Exist and Develop in Isolation? ...the convergence and merger of services

- Horizontal alliances:
  - Spa and:
    - Vision Care
    - Renal Dialysis
    - Fertility Treatments / IVF
    - Cosmetic Procedures / Treatments / Therapies
    - etc

Note: Spa Tourism is regarded as a Health Tourism Cluster or Sub-Domain

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## The benefits of Integration

Integration acts as a catalyst in removing the obstacles that stand in the way of:

- Efficient and rational distribution of services and resources
- "Evidence- and need-based" Design and Planning
- Constructive interaction between the Stakeholders
- Domain / Cluster development



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## The benefits of Integration

Integration leads to connectivity and promotes:

- Interaction
- Collaboration
- Efficiency
- Development



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## Some (historical) Background

...what inspired and got us started

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## Our inspiration No1 Claudine Singer, *Principal*, Kidd & Company

...one very smart lady – married to an equally smart man

"There are so many different players, and consortiums of all sorts are forming - no one has a road map yet".  
(Referring to the US healthcare sector - 2002)

...so many (Total HealthCare Information™)  
different players (Stakeholders)  
Consortiums (Clusters)  
road map (HealthCare ClusterMap™)

...what got us started



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...regarding the Sector in terms of Domains and Clusters

... in the beginning was "Total  
HealthCare Information™"

A system to deal with Data Intensiveness  
and Information Chaos



.. then came The HealthCare ClusterMap™  
A system to identify, define and map  
"affinity groups" - Domains and Clusters



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## Our Inspiration No 2 – a lament The USA Healthcare System (and its "big problem")



- "The U.S. must unify its fragmented health-care system"
- "Our fragmented health care system.."
- "America's health system is a tangled, highly fragmented web..."
- "...our badly fragmented health care system..."

...what got us started

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## Our Inspiration No 3 The benefits and value of Clusters and Clustering



Michael Porter clearly demonstrated the power of clusters to  
boost regional economies

Michael Porter - expert in global economic strategies, Harvard Business School

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## Health Tourism Integration Projects Project Objectives



Integrate the Domain and its Stakeholders - show "make up",  
distribution, connections, relationships and clusters

Engage the Stakeholders

Provide a "Domain Knowledge Base"

Provide Analysis and Creativity Tools

Establish an infrastructure to sustain the integration and administer /  
manage the knowledge, analysis and creativity facilities

...integrate, and in the process, deliver

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## What is delivered?



“...the Project and Integration are nothing without the Deliverables”



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## Project Deliverables

A dynamic relational Database with intuitive Information Visualization facilities

A system for providing comprehensive information

A system for analysis and “what if” exercises (including planning and development)

An installed and sustainable infrastructure (The Domain Office)

Administer and Manage the Deliverables

Provide the facilities for their informational and creative use by the Stakeholders

...to use “what is known” to create “what can be”

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## Use of Deliverables

Provide information and knowledge (to stakeholders and potential investors)

Sustain the integration (between the stakeholders)

Analysis, Planning and Creativity

...use “what is known” in order to create “what can be”

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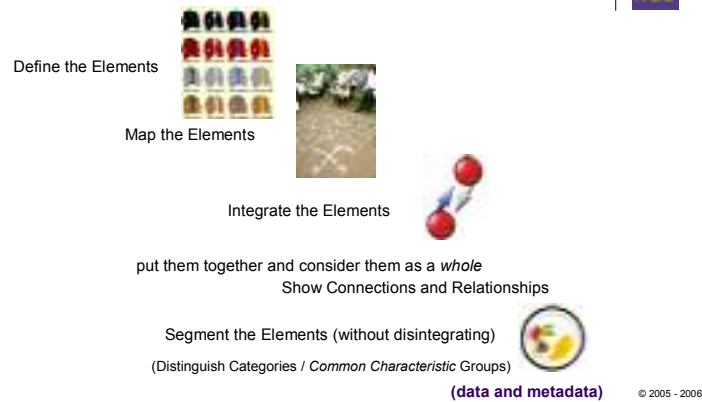
## Ownership, Access Rights and Administration of Deliverables

- Owners of the Project and the Deliverables should be the Project Partners
- “Access Rights” to the Project Deliverables should be extended to all the Stakeholders
- A team must be put in place (once the project is completed), which will administer the Deliverables and attend to such issues as maintenance and update (ensure sustainability)



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## The approach (and processes)



## Avoiding the alienation of stakeholders Segmentation without Discrimination

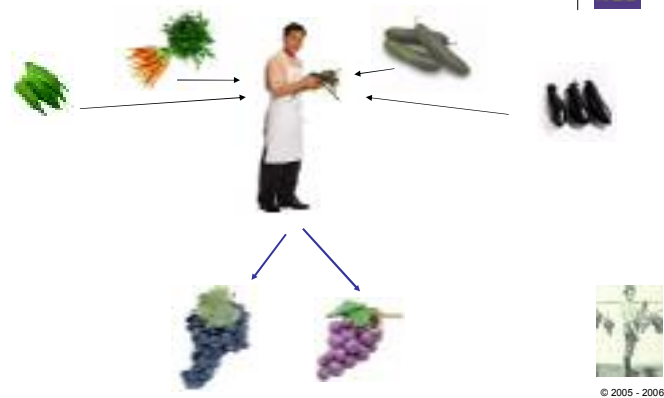
### Inclusive Segmentation

- Ensure that all the stakeholders continue to feel – and be – part of the Domain
- Combine seemingly *disparate* elements to create “inventive” clusters

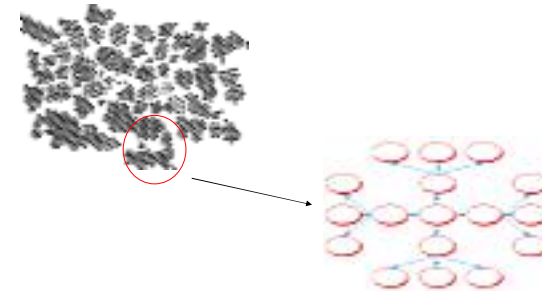
### The approach / solution: Domain Clusters



## “inventive” clusters (combine seemingly *disparate* elements to create...)



## Cluster the Elements



Put the Elements in *affinity groups* whose members interact and are interdependent and exist as a group for an “active” purpose (to do)

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## Domains and Clusters

### "Domain"

- Domain - a micro-cosmos of entities and structures (Elements) that form an affinity group
  - No indication of the dynamics within this group
  - No indication of a specific purpose for the co-existence of its members

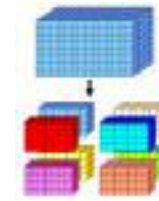


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## Domains and Clusters

### Domain Deconstruction

Stakeholders cluster themselves (often unwittingly) into smaller groups  
 ... to carry out specific functions for a specific purpose  
 ("activity", "collaboration" and "interdependence")



...affinity groups with supplementary / complementary competencies

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## Domains and Clusters

### "Cluster" – an affinity group whose members:

- *interact*
- *are interdependent*
- exist as a group for an "active" purpose ("to do")

...look at the dynamics within the group



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## Clusters

### ...in the context of Health Tourism

- A "sub-domain" – e.g., Spa Tourism
- Domain Elements that collaborate to provide (and support):
  - A Service
  - A form of Health Tourism
- Services grouped under a common "brand"
- Services in a small or well defined area
- An alliance or partnership of Health Tourism Services
- A Consortium



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## Clusters and Clustering

### The History



- Hellenistic and Islamic centers of excellence (Alexandria, Cordoba and Baghdad)
- Industrial agglomerations (United Kingdom and the Atlantic coast of the United States)
- Naturally Forming Clusters (Silicon Valley - microelectronics, biotechnology and venture capital markets)



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## The perceived benefits and value of Clusters and Clustering



Michael Porter clearly demonstrated the power of clusters to boost regional economies, through:

- Increased productivity
- Encouragement of innovation
- New enterprise development
- Reduction in the cost of doing business
- Enhanced Competitiveness
- etc

Michael Porter - expert in global economic strategies, Harvard Business School

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## Clusters – adding value



...conventional clusters emerge spontaneously and are largely not "self aware"

### Add Value

- Identify
- Define
- Map them
- Create / Compile Inventive Clusters

Make stakeholders aware of themselves and of each other (and aligned interests)

...they can then begin interacting more purposefully – and in an efficient way

...Inventive Clusters

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## Hypothetical and Inventive Clusters

(..."what if " exercises and "new business development"



### The Information Visualization Facilities

- Compile hypothetical Clusters (for use in "what if.." and other design and planning exercises)
- Inventive Clusters (e.g., for new – previously unavailable – services)



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## Integrated Domain - Cluster Initiatives

(...specific actions to help develop or support a given cluster)

Dubai Healthcare City

- Medical Cluster
- Wellness Cluster



The Alpine Wellness Cluster project



'Austria - Well-being Destination of Europe' initiative



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## Health Tourism Cluster Initiatives

(illustrative examples)



Mediterranean Tourism and Health

(A hotel group and Health facilities alliance) Vision: Marbella the medical tourism capital of the Mediterranean

Austria – Grading and Seal



Kerala, India

Singapore, Malaysia (several initiatives)  
etc

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## Integrated Domain

...the foundations for creativity and efficient development



...an integrated Domain is a springboard for Cluster Initiatives, Concerted Actions, PPPs and Development (including Development of Best Practices)

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## The Deliverables (of Integration Projects)

the infrastructure and tools for "creative" actions



...integration is nothing without the Project Deliverables

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## Project Model

An "Engaged Stakeholder" Cluster Initiative

### Project

- Initiated by Domain Stakeholders
- Financed by Domain Stakeholders
- Implemented by Domain Stakeholders

### Deliverables (sustainable)

- Administered by Domain Stakeholders
- Managed by Domain Stakeholders
- Put to creative / constructive / inventive use by the Domain Stakeholders



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## ...the Project Model



### Scalable

Domain or Cluster  
Nation, Region or Locality



### Universally Implement-able

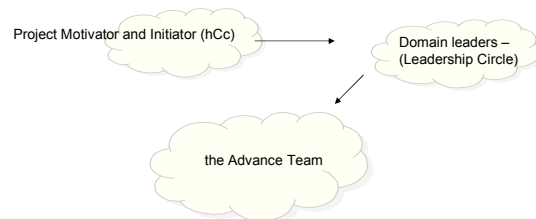
Greece  
India  
USA



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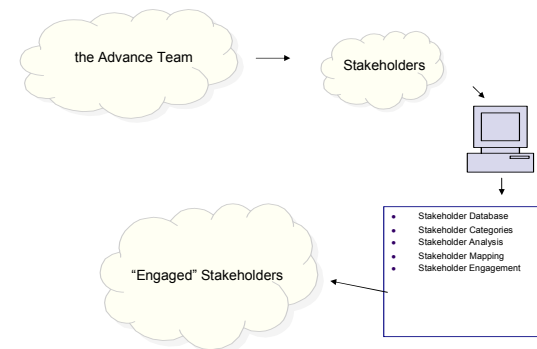
## The Project

... and Project Management



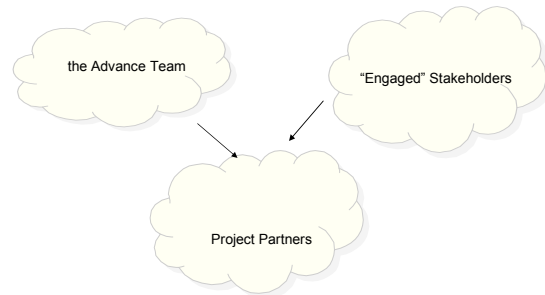
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## The Domain "Stakeholders"

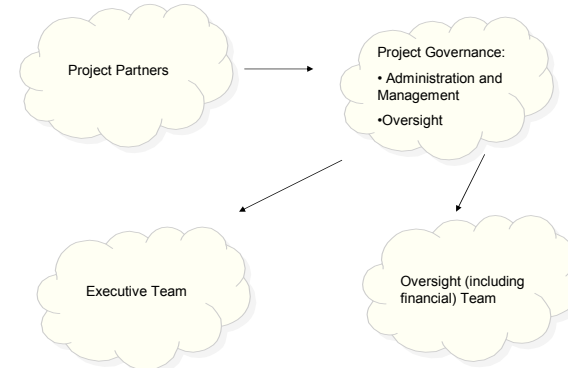


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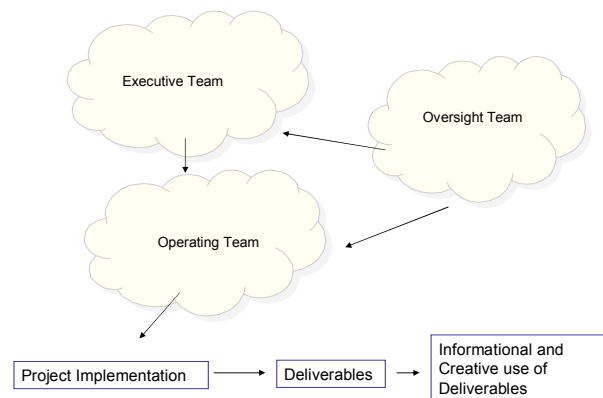
## From Stakeholder to Project Partner



## From Stakeholder to Project Partner



## Project Implementation

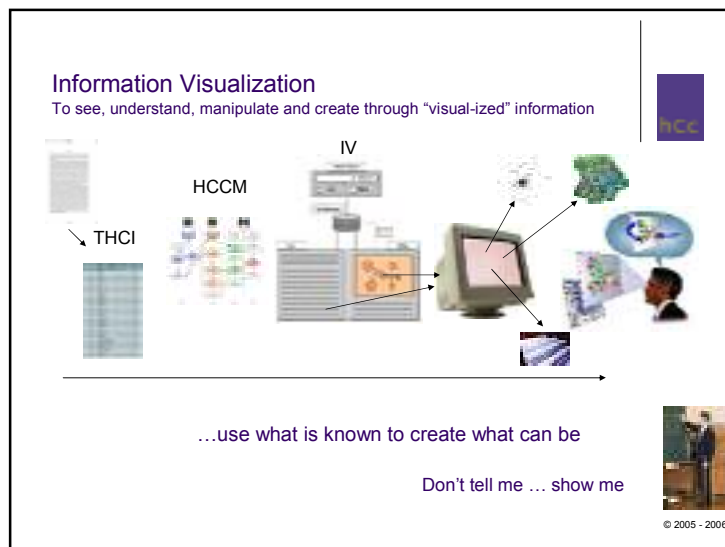
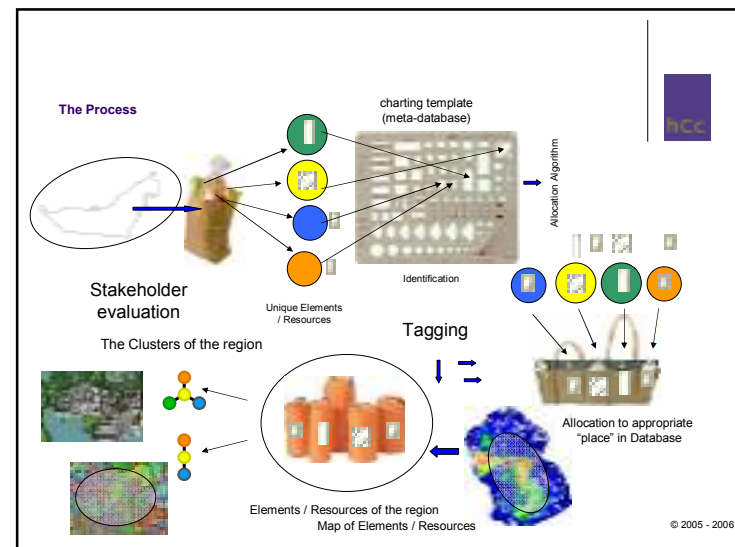
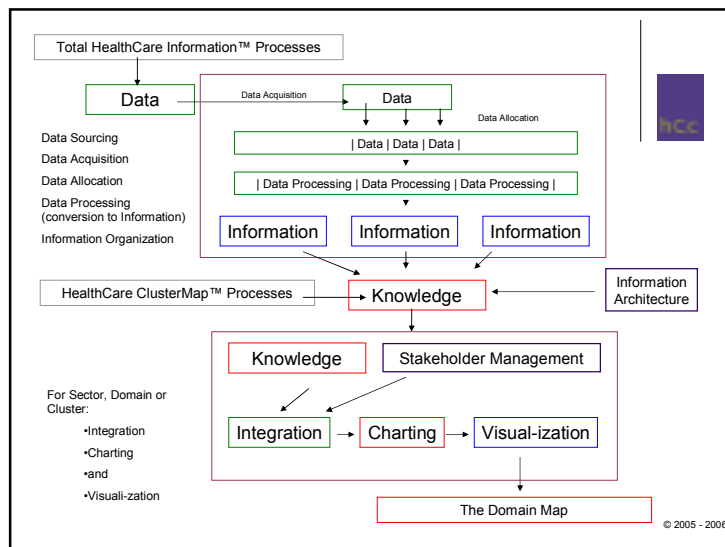


## Integration ...a glimpse of the Technical Aspects

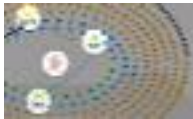


...just teasing





## Information Visualization



Stakeholder, distribution, relationship mapping and management

Our partners in Information Visualization – Kartoo (France)

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## Project Memorandum



The Project Memorandum describes the Project Model fully and provides explanations and answers



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## Domain Stakeholders (...and their management)



### Stakeholder Management

Establish Stakeholder Base  
Stakeholder Mapping  
Stakeholder Categories  
Stakeholder Analysis  
Stakeholder Engagement

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## Domain Stakeholder Analysis

- Strongly supportive
- Supportive
- Weakly supportive
- Undecided
- Indifferent
- Weakly opposed / against
- Strongly opposed / against



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## Stakeholder Grading

- Leadership Circle Member
- Benefactor
- Platinum Class
- Diamond Class
- Gold Class
- Silver Class
- Bronze Class
- Friends Class



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... who will finance the Project (and how)?  
The "sliding scale" model

**A contribution scale, the values of which depend on the stakeholders interest in and benefit from the Domain – and financial standing and prominence**



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... who will finance the Project (and how)?  
The "sliding scale" model

### Project Partner Grades (the Ad Council Paradigm)

- Leadership Circle Member (Units 100 +)
- Benefactor (Units 50 – 99)
- Platinum Class (Units 35 – 49.9)
- Diamond Class (Units 20 – 34.9)
- Gold Class (Units 10 – 19.9)
- Silver Class (Units 5 – 9.9)
- Bronze Class (Units 1 – 4.9)
- Friends Class (Units under 1)



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## The Value Proposition

...making the Stakeholders an offer they cannot refuse



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## Name and Shame (or...do not name and shame)



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## Engaged Stakeholders / Project Partners



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The Only Event Targeting Corporate buyers of Health, Medical and Well Being Tourism  
2nd World Health Tourism Congress  
23 - 25 March, 2007  
Le Meridien Limassol Resort and Spa, Limassol, Cyprus



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