


what if.

...we focus on value?



VALUE (as defined by the Oxford dictionary)

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The regard that something is held to deserve; the importance, worth or usefulness of something

The worth of something compared to the price paid for it

VALUE in healthcare

World Economic Forum: Delivering the best health outcomes for a given cost

University of Michigan: Highest quality healthcare at lowest possible cost

- 88% of physicians ranked quality (defined as the efficiency, effectiveness, safety and outcomes) as the top priority, compared with 62% of patients, and 20% of employers.
- 43% of employers ranked customer satisfaction, or service, as a top priority of value, compared with 12% of patients, and 7% of physicians.
- 37% of employers said cost was a top component of value, followed by 26% of patients, and only 5% of physicians.

Survey by University of
Utah Health,

5 031 patients

687 physicians

538 employers





Structural measures

assess the characteristics of a care setting

e.g. staffing ratios in hospitals

types and suitability of care protocols

Process measures

reflect generally accepted recommendations for clinical practice

e.g. % of diabetes having HbA1C tests bi-annually

% of members receiving the flu vaccine

Outcome measures

measure the impact of care (treatment) provided on an individual's or population's health status

Interested in clinical measures and patient reported outcomes

e.g. surgical mortality rates
% of admitted patients with hospital-acquired infections



Patient Experience (and family care)

provides feedback on how patients (and their families) experienced their care

e.g. was a patient given easy-to-understand information on medicine use

Research shows that positive patients experiences have a well-documented relationship to clinical quality: Patients with better care experiences are often more engaged in their care, more committed to treatment plans, and more receptive to medical advice*

*Measuring Health Care Quality: An Overview of Quality Measures
(https://familiesusa.org/sites/default/files/product_documents/HSI%20Quality%20Measurement%20Brief_final_web.pdf)

Focusing on Value

Value for patients should be the overarching principle

Michael Porter, Harvard Business School Professor

"Once you start to ask patients about their priorities, you discover what they're living for. Once you uncover that, it helps you, as a doctor, decide what to fight for. And when we do that, we often end up identifying limits to the kind of care that people want. One's assumption is that these people are going to live shorter lives, but what we're doing is protecting quality of life. In doing so, you sometimes end up helping people live longer. Certainly, you help people live better days and with more purpose in their lives."

Atul Gawande, surgeon and author of Being Mortal

Focusing on Value

Ensuring access to appropriate and quality care

"There is growing recognition the people may be acting in a perfectly rational way when they avoid using health services of poor quality and that poor quality of care can be a barrier to universal health coverage, independent of access."

Understanding and measuring quality of care: dealing with complexity

(<https://www.who.int/bulletin/volumes/95/5/16-179309/en/>)

Focusing on Value

Realigns incentives

“

The type of payment model is just a means to an end: greater value for the patients and improved health outcome for the entire population.

”

Simon Stevens, Chief Executive Officer, National Health Service
England, UK

Focusing on Value

Facilitates continuous improvement

Health outcomes data can be used to identify areas for improvement in clinical practices and processes, and to assess the benefits of any changes introduced.

Transparent publication of results can enhance health care accountability, act as an incentive for quality improvement, help to improve health literacy, and facilitate patient choice of health care provider.

If the factors driving the variation can be identified, that knowledge can be used to improve quality – in particular by sharing best practices and by further investigating cases of potentially low or sub-optimal care.

Continuous improvement at the clinical level is a key method for enhancing quality of care and value for money.

Focusing on Value

**Allows patients to
make informed
choices**

"We have really good data that shows when you take patients and you really inform them about their choices, patients make more frugal choices. They pick more efficient choices than the healthcare system does"

Donald Berwick, former President and Chief Executive Officer of the Institute for Healthcare Improvement

Focusing on Value

**Reduce
inefficiencies and
waste**


“

By reducing waste in healthcare systems, we will free up funds for interventions that deliver value by improving patient outcomes.

”

Joe Jimenez, Chief Executive Officer, Novartis AG, Switzerland

Focusing on Value

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The South African Landscape



"... help clinicians deliver Value Based Care by creating products delivered by collaborating multidisciplinary teams ..."



Your value driven partner in care

"We understand and appreciate that we have the potential to make a huge difference to people's lives, and we strive to do just that."




Alignd.Palliative

"Our approach aligns the incentives of all stakeholders (patients, providers and schemes) to deliver patient-centred, value-based healthcare."



what if.

Measuring Value

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In measuring quality of care, providers tend to focus on only what they directly control or easily measured clinical indicators. However, measuring the full set of outcomes that matter to patients by condition is essential in meeting their needs. And when outcome are measured comprehensively, results invariably improve.

Tier 1
Health status
achieved or retained

Tier 2
Process of recovery

Tier 3
Sustainability of
health

A final thought

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"No matter what measures are taken, doctors will sometimes falter, and it isn't reasonable to ask that we achieve perfection. What is reasonable is to ask that we **never cease to aim for it.**"

Atul Gawande



thank you.

a different
perspective

foresight
dialogues 2019