

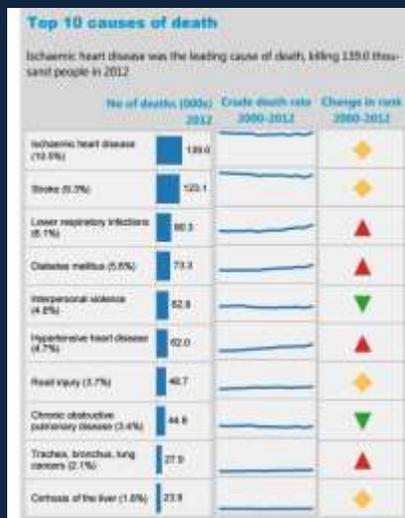
Value based health care: an urgent discussion

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- Disclosures: none

Epidemiology



CHD
Stroke = 25%
Hypertension

Brazil: WHO statistical profile

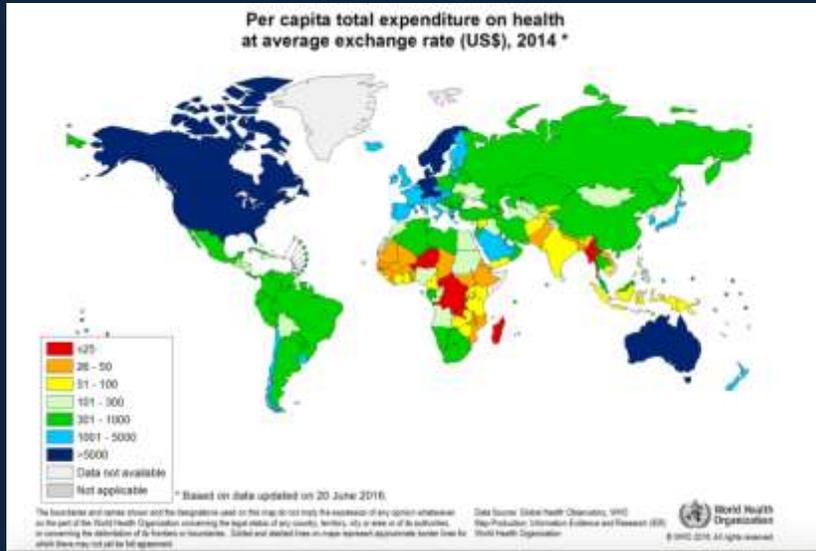
“What is the big picture?”

Table 1. Projections of Crude CVD Prevalence (%), 2010–2030 in the United States

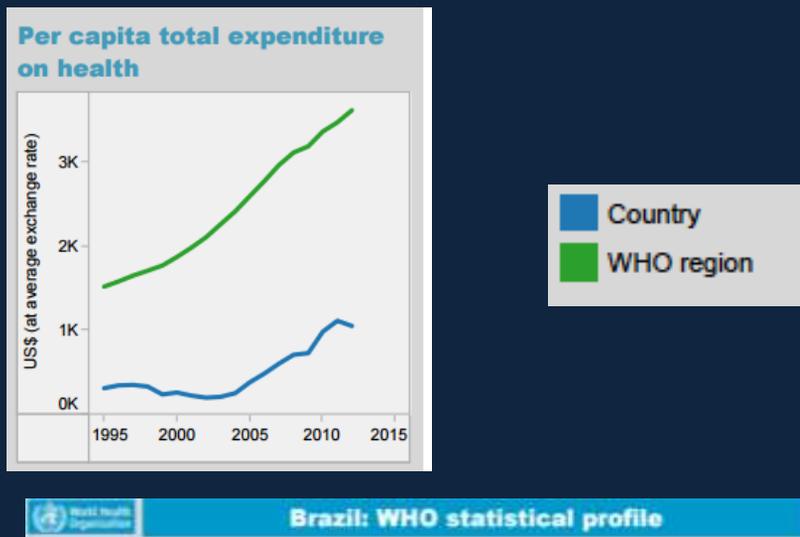
| Year | All CVD* | Hypertension | CHD | HF | Stroke |
|----------|----------|--------------|------|------|--------|
| 2010 | 36.9 | 33.9 | 8.0 | 2.8 | 3.2 |
| 2015 | 37.8 | 34.8 | 8.3 | 3.0 | 3.4 |
| 2020 | 38.7 | 35.7 | 8.6 | 3.1 | 3.6 |
| 2025 | 39.7 | 36.5 | 8.9 | 3.3 | 3.8 |
| 2030 | 40.5 | 37.3 | 9.3 | 3.5 | 4.0 |
| % Change | 9.9 | 9.9 | 16.6 | 25.0 | 24.9 |

Heidenreich et al. *Circulation*. 2011;123:933-944.

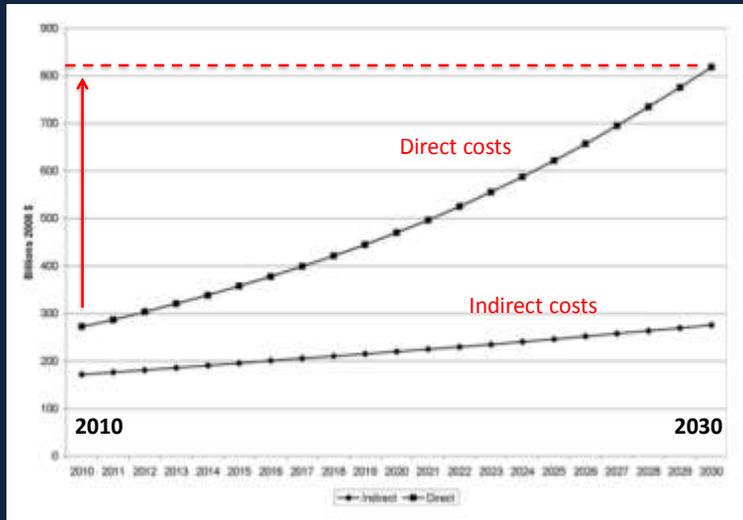
Per capita expenditure on health



Expenditure on health



“What is the big picture?”



Heidenreich et al. *Circulation*. 2011;123:933-944.

“What is the big picture?”

“Around the world, every health care system is struggling with rising costs and uneven quality despite the hard work of well-intentioned, well-trained clinicians”

Michael E. Porter and Thomas H. Lee, HBR 2013

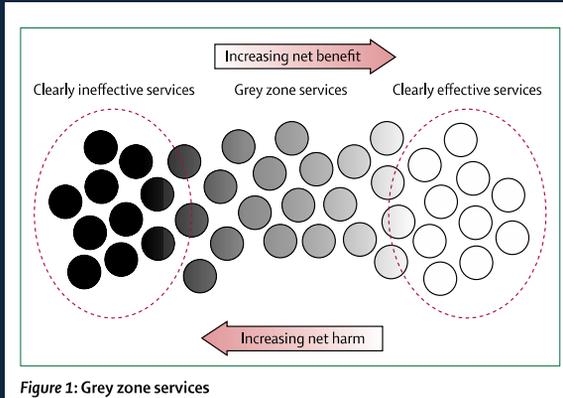


Costs



Health Outcomes

Costs: avoiding overuse of medical services



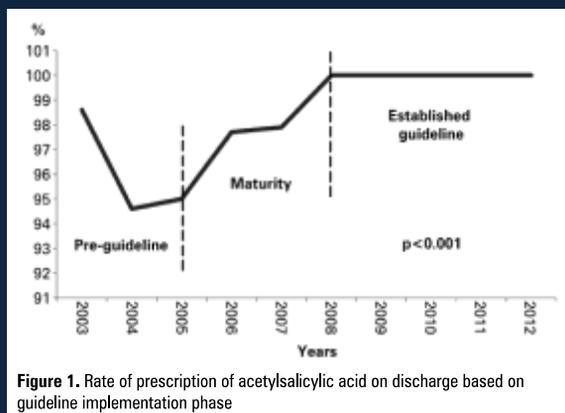
- Overuse is difficult to measure
- Many grey zone interventions benefit very few patients or provide only small benefit relative to costs

GAP for research

Brownlee et al. www.thelancet.com Published online January 8, 2017
[http://dx.doi.org/10.1016/S0140-6736\(16\)32585-5](http://dx.doi.org/10.1016/S0140-6736(16)32585-5)

Improving outcomes

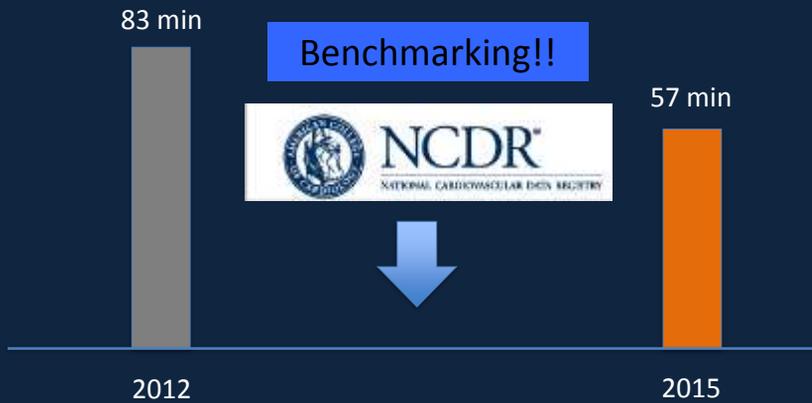
AMI clinical practice guideline (HIAE)



Makdisse et al. *einstein* 2013

Improving outcomes

D2B time (HIAE)



“What is the next step?”

Moving Towards a Value Based Health Care...



Value based health care

$$\text{Value} = \frac{\text{Health outcomes}}{\text{Cost of delivering the outcomes}}$$

M. Porter, 2006

From Volume to Value in Health Care The Work Begins

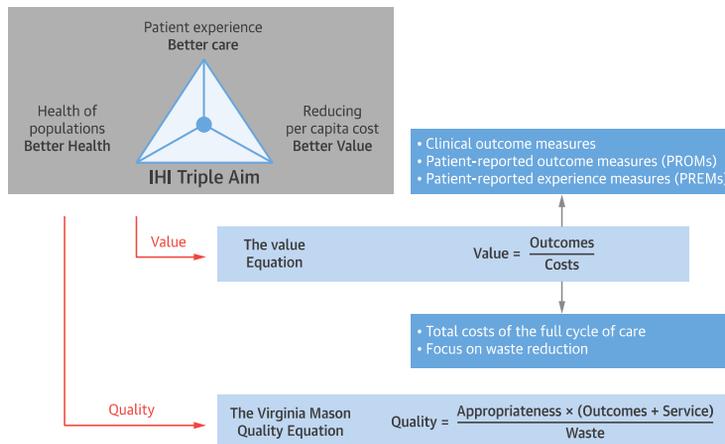
Michael E. Porter, PhD; Thomas H. Lee, MD, MSc

JAMA, 2016

Fee for service

Pay for performance

FIGURE 1 The Triple Aim and the Quality and Value Equations



Adapted from Porter (5), Triple Aim (Institute for Healthcare Improvement [IHI]) (6), and Kaplan (9).

Katz et al. JACC VOL. 70, NO. 7, 2017

VBHC – “PPPS” impact

Patients will choose their provider based on its expected outcomes and their share of the cost

Providers will differentiate into areas where they deliver superior outcomes at competitive prices

Payers will negotiate contracts based on results and encourage innovation to achieve those results

Suppliers will market their products on value, showing improved outcomes relative to costs

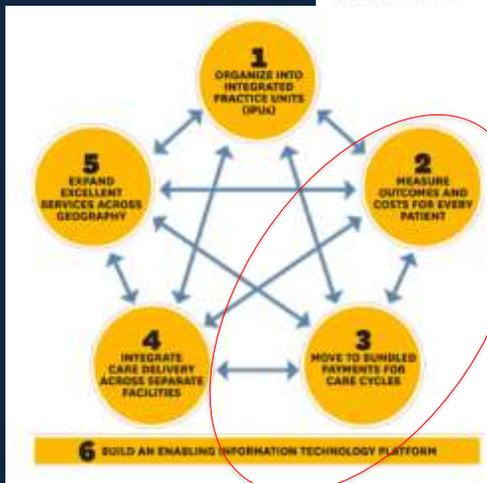
ICHOM

Harvard
Business
Review

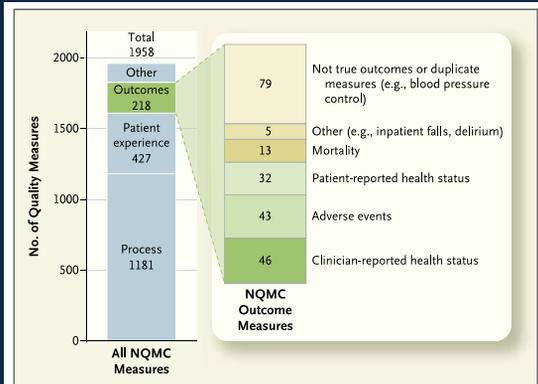
STRATEGY

The Strategy That Will Fix Health Care

by Michael E. Porter and Thomas H. Lee, MD



Challenges for evaluating outcomes



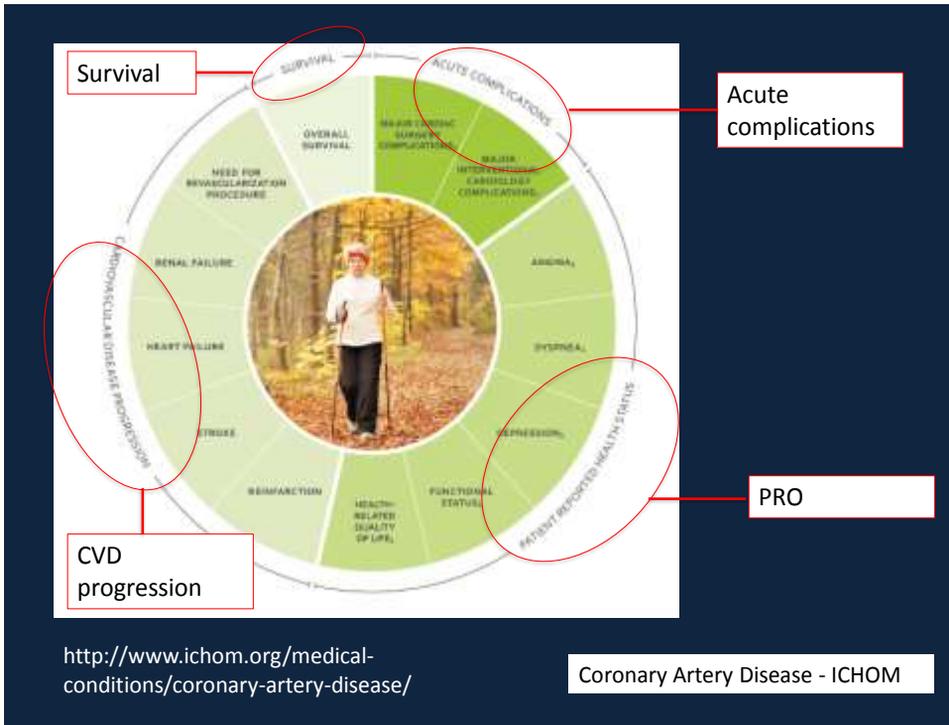
Categories of Quality Measures Listed in the National Quality Measures Clearinghouse (NQMC).

- ✓ Meaningful
- ✓ Standardized
- ✓ Capture the care cycle

Standardizing Patient Outcomes Measurement
Michael E. Porter, Ph.D., M.B.A., Stefan Larsson, M.D., Ph.D., and
Thomas H. Lee, M.D. NEJM 2016



“ICHOM’s mission is to unlock the potential of value-based health care by defining global Standard Sets of outcome measures that really matter to patients for the most relevant medical conditions and by driving adoption and reporting of these measures worldwide”



Harvard Business Review

CHANGE MANAGEMENT

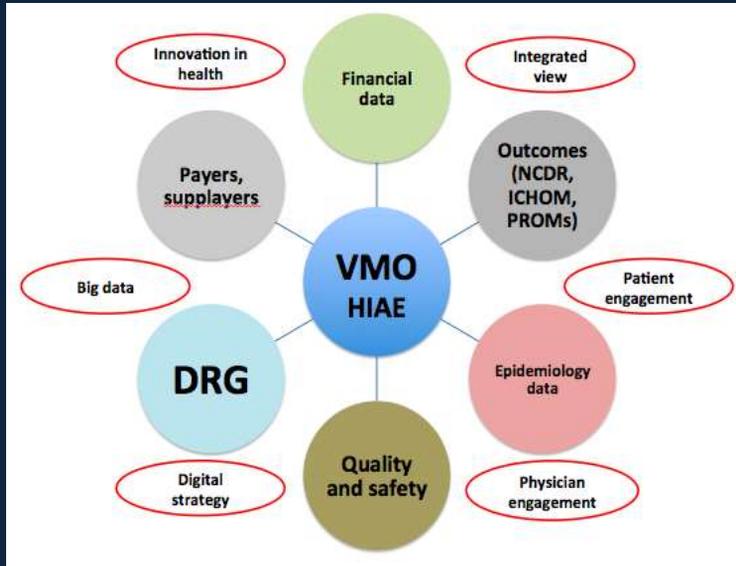
Health Care Providers Need a Value Management Office

by Robert S. Kaplan, Catherine H. MacLean, Alexander Dresner, Derek A. Haas, and Thomas W. Feeley

DECEMBER 02, 2018

A “value management office” can greatly enhance an institution’s ability to improve outcomes and costs across the enterprise.

VMO – HIAE



Einstein's Value Management Office Value Journey



Information

Integration & automatization

- ✓ Reduce the need for rework
- ✓ Minimize information divergence
- ✓ Provide easier access to information to managers

Outcomes

Standardization & Benchmarking

- ✓ ANAHP Simulation and pilot phases started April 2017 (8 hospitals): Heart Failure Standard Set
- ✓ Einstein was the 1st hospital to start reporting

Costs

Change costs measurement method

- ✓ Evolve from measuring: Accounting costs
- ⇓
- Costs of Episodes of care
- ⇓
- Total cost of the full cycle of care

ANAHP: National Association of Private Hospitals

In conclusion

- Rising costs and uneven quality among health services
- Value based health care emerges as an alternative for sustainability of the system
- VBHC considers the full cycle of care, with reimbursements related to performance
- VBHC impacts on Patients, Payers, Suppliers and Providers
- Health care providers need a VMO for the transition from FS to PP