



Dr Alice Andrews interview – ICHOM Newsletter

What is your background in healthcare?

- For the past 15 years, I have helped health-sector professionals worldwide build the knowledge and skills required to transform health care so that it achieves better patient outcomes at lower cost. I've developed numerous master's programs and other curricula designed to equip health professionals to implement and lead change in health care, including this past year's launch of the Master of Science in Health Care Transformation at the University of Texas at Austin. I've conducted research on and written case studies about health care transformation efforts in the USA, Europe, and Australia. I hold a PhD in organizational behaviour and an MS in the evaluative clinical sciences, and have taught internationally in a wide variety of courses and executive workshops related to implementing high-value health care, measuring outcomes, leading teams, and health communication. In 2020, I was a juror for the European Value Based Health Care prize.

What do you think are the big opportunities for healthcare?

- Measuring outcomes for every patient. These outcomes must focus on health results, not just on whether processes occurred; on what we achieve for and with patients rather than what we do to them.
- Making health care more equitable. Covid-19 has highlighted health inequities across the globe. If we do not measure health outcomes for every single patient, we do not know the extent of these disparities. Once we know, we need to redesign health systems and services so better health is available to all.
- Supporting professionalism for health care workers. High value health care aligns the work and incentives of health care delivery with the reason most health professionals entered the field in the first place—to help people achieve better health.

What are the biggest challenges/risks?

- Priorities. It is easy for leaders to say "we are too busy with XYZ to focus on value." Right now, XYZ is the pandemic; at other times it is health financing or time limitations or other excuses. Improving outcomes for the patients we serve is the purpose of health care. Value isn't something you do when you have extra time; it is about focusing directly on the purpose of health care, which is helping people achieve better health.

Tell us a little about your role and priorities at University of Texas Dell Medical School?

- I am Director of Education for the [Value Institute for Health and Care](#), which sits between the medical school and the business school where I have faculty appointments. The Value Institute works with professionals across the health sector through a series of educational

programs, clinical implementation, and research focused on accelerating high value health care.

We have created a [master's degree in health care transformation](#) that teaches how to implement high value health care. Our first cohort graduates in August. Our second cohort includes leaders and emerging leaders from six countries.

- We offer [executive education](#) on strategy, teams, measurement, financial acumen, and scaling high value care.

What is the best piece of advice you would offer a healthcare leader who is considering implementing a value-based healthcare approach?

Just get started. Talk to patients to understand what matters to them. Pick one outcome to measure and see what you learn. [Join our community](#) to learn with others on this journey.

What inspires you or Which individuals do you follow or read about who inspire you and motivate you to push for and create change?

- I'm inspired by people who have high aspirations for the change we can make in health and care, including my Value Institute colleagues Profs. Elizabeth Teisberg, Scott Wallace, and Kathy Carberry. I'm also greatly inspired by individuals who've stepped up to implement high-value health care and to measure outcomes in their own organizations. Some names that stand out are Dr. Sally Lewis and her work with NHS Wales; Drs. Deb Cole and Zoe Wainer, who are working to implement value-based public dental health care in Victoria, Australia; and Drs. Karl Koenig, Kevin Bozic and the many others at UT Health Austin and Dell Medical School who are building team-based, outcomes-driven outpatient care. And because health care transformation requires multidisciplinary teams that are relationship-centered and supported by a culture of learning, I read work by leadership experts who study organizations that foster the growth, development, and building of communication and relationships among and between workers at all levels. Among these experts are Profs. Amy Edmondson at Harvard, Adam Grant at Wharton, and Jody Hoffer-Gittel at Brandeis.