

# Accelerating the pace of Value-based Healthcare implementation

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## Introduction

The growing endorsement of Value-Based Health Care (VBHC) as strategy to fix healthcare by healthcare institutions globally has led to an increase in successful case studies demonstrating improved patient outcomes, lower costs and higher work satisfaction among healthcare professionals. However, these initiatives often remain localized and dependent on a few individuals, with widespread implementation of VBHC still lacking. Our goal is to address this gap by (1) adapting Porter and Lee's Value Agenda to the Dutch healthcare setting, (2) operationalize the Value Agenda for teams to start with implementation, and (3) incorporate the experiences of VBHC experts who have firsthand knowledge and experience in VBHC implementation. By doing so, we aim to develop and disseminate a VBHC implementation guide, including practical tools and examples, that enable teams to effectively kick-start and advance their VBHC implementation.

## Methods

To identify success factors in VBHC implementation, a series of semi-structured interviews were conducted in 2019 with 21 Dutch experts who were involved in VBHC initiatives. In phase II the success factors identified in phase I were used to create a roadmap for VBHC implementation following a Delphi Consensus-Based Approach. This involved a core group with 15 (inter)nationally recognized VBHC thought leaders and experts from diverse healthcare backgrounds and an extended working group with 48 healthcare professionals, collectively covering all healthcare domains, that functioned as an advisory committee and sounding board to provide additional insights and feedback to the core group. Additional interviews were conducted to incorporate best-practices into the guide. The Qualitative validation, in phase 3, was through solicited and unsolicited feedback with expert group with broad background (N=17) on completeness, accuracy and usability of the guide. Analyses of feedback followed a systematic coding process.

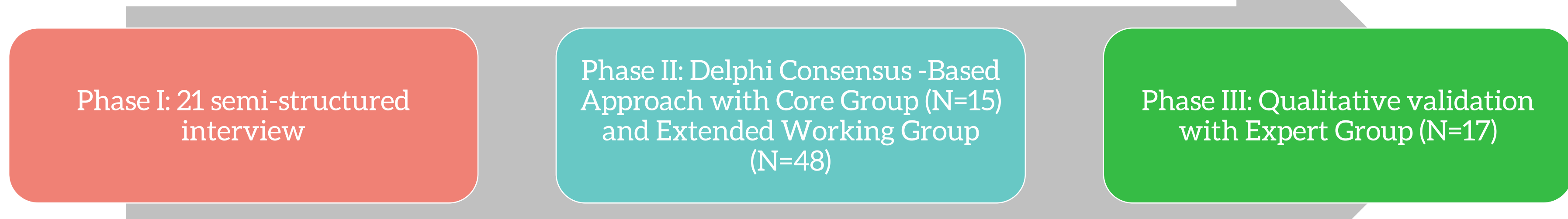


Figure 1. Development process of the VBHC implementation guide

## Results

The VBHC implementation guide "Getting Started with Value-Based Health Care" is aimed at beginners and provides a concise overview of what value-based healthcare is and why it is important to start working with it, using quotes from patients and healthcare providers. It then outlines key ingredients for a strong start before describing the seven domains of VBHC that need to be unlocked to achieve the full potential of VBHC: (1) Multidisciplinary team; (2) Care Pathways and Outcomes; (3) Costs and Reimbursement; (4) Collaborative networks; (5) Educate, Innovate, Improve; (6) IT & Data; and (7) Leadership & Culture. In total 26 questions are posed, with additional explanations and references to tips, tools, and practical examples.

Additionally, the VBHC Implementation Guide was announced through a webcast and, multiple workshops. We also developed a condensed version of the guide.

Scan QR for:  
➤ Booklet: Getting Started with VBHC  
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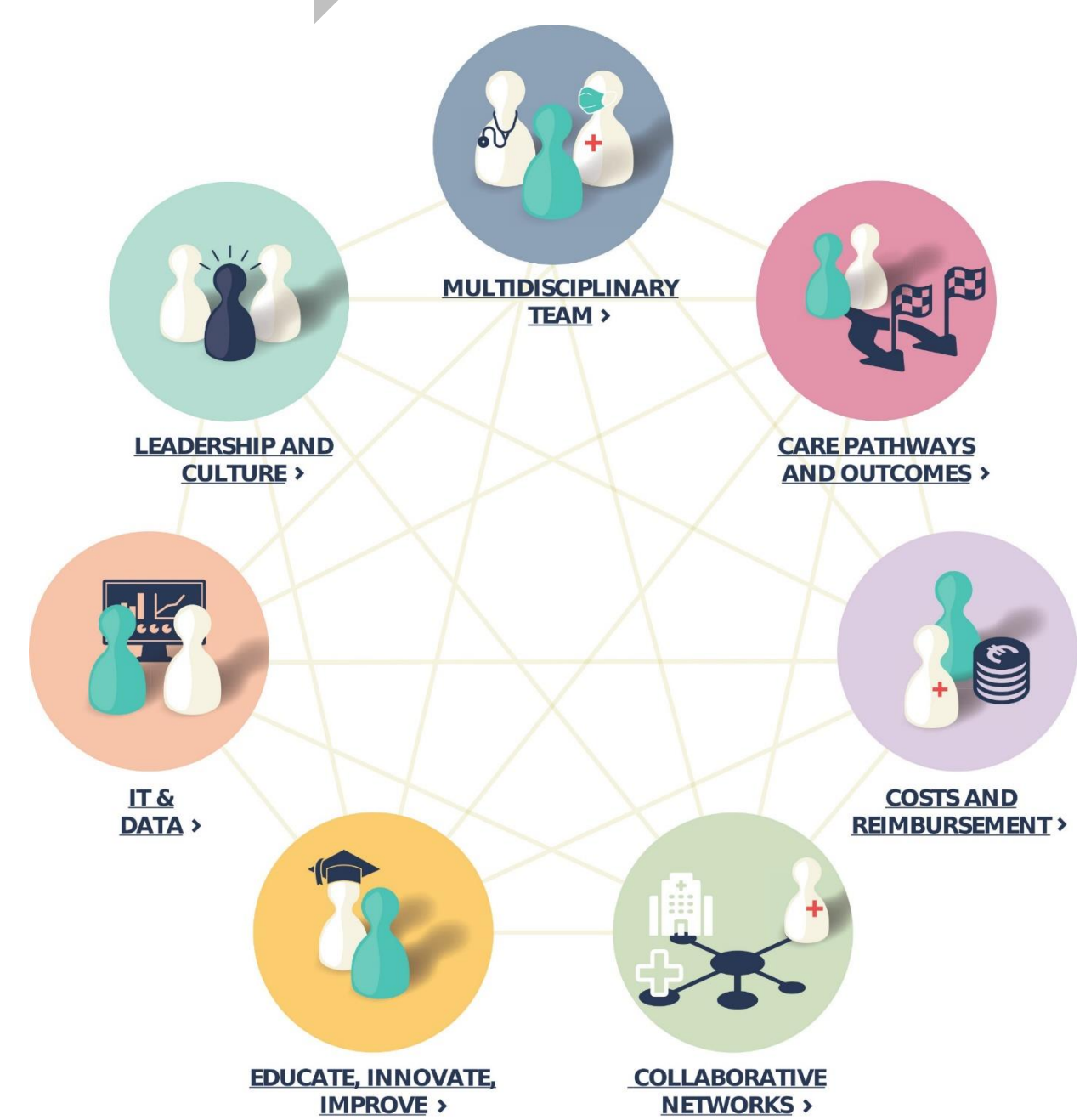


Figure 2. Seven domains of Value-Based Health Care

## Discussion & Conclusion

The working group encountered several challenges, including the sequencing of VBHC implementation steps versus their interdependencies. There were discussions about whether VBHC implementation requires certain key prerequisites or if it can be adapted universally regardless of the context. Discussions also focused on balancing the depth and operational focus of the guide against the need for conciseness and comprehensiveness. These considerations were crucial to ensure the guide was both practical and broadly applicable. Additional challenges included the initial patient collaborator who was unable to complete the project. Ultimately, we believe to have developed a useful, comprehensive implementation guide to kick-start your VBHC journey and have been asked to present our work to Santeon and Cooperating General Hospitals (SAZ) amongst others.

## Acknowledgements:

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