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From Collecting Data to Measuring Value: How to get there?

Why Measure Value?
The Battle Between 'Mission' and 'Margin'

Finance /Corporate Agenda (Margins)

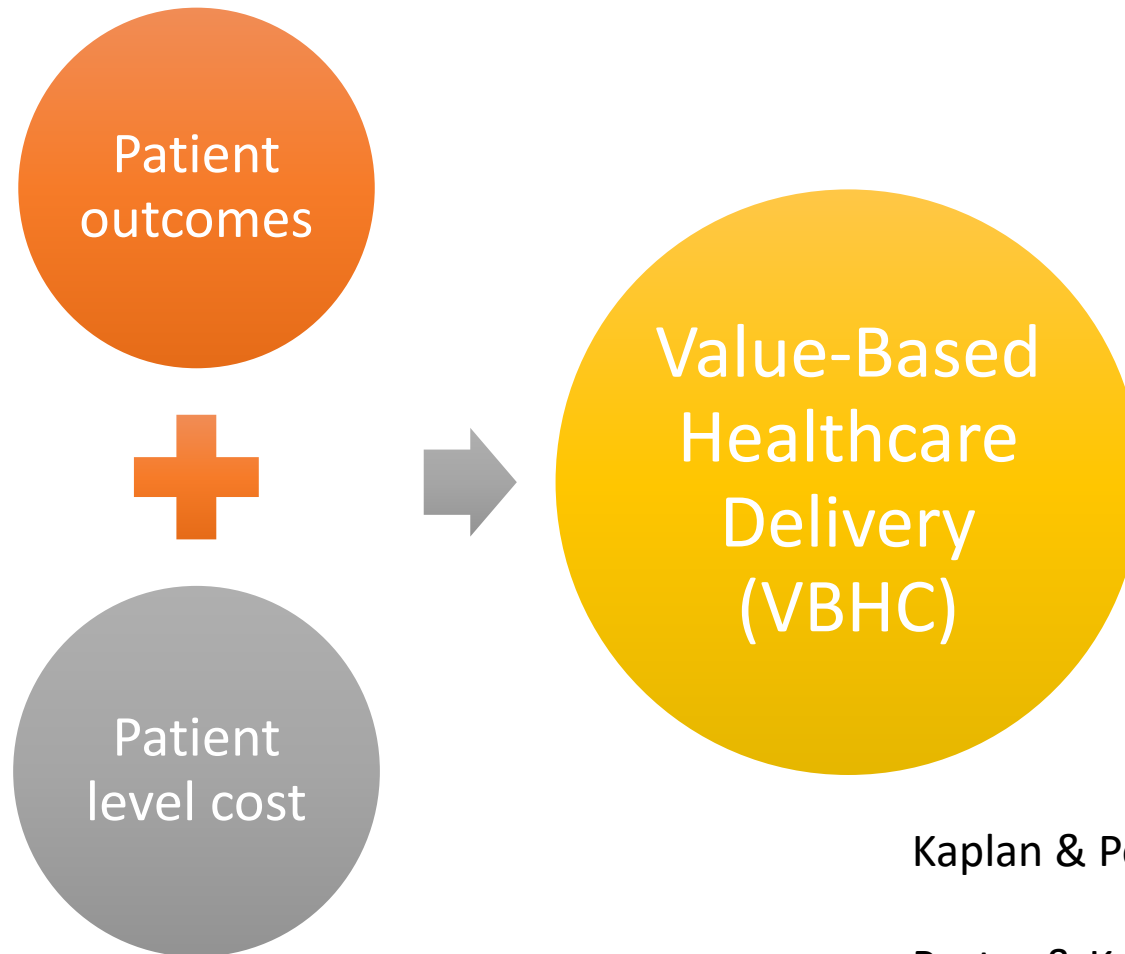Cure Patients
Patient Safety
Save Lives

Collaboration

Clinicians (Mission)

What does Success look like in Health Care?

- Delivering high value health care
  - Fundamental goal and purpose of Health Care – **improve value for patient**

- 'Value' is the only goal that can unite the interests of all stakeholders

- Value is created in caring for a patient's medical condition over the full cycle of care

What does 'Value Measurement' mean?

'Patient First'

Patient outcomes

+

Patient level cost

→

Value-Based Healthcare Delivery (VBHC)

Kaplan & Porter, 2011

Porter & Kaplan, 2016

'Patient First'

Value = The set of **outcomes that matter** for a condition

Total **costs** of delivering these outcomes **over the full cycle of care**

University of Virginia Definition of 'Value'

$$Value = \frac{Quality + JOY}{Cost}$$

'Patient First' + Health Care Professional

Key Enablers for Implementing Cost Analysis using TDABC?

1 Secure leadership commitment

Clinician-led is ideal

↓

2 Agree on strategic goals

↓

3 Select a medical condition / patient population

↓

'Resilience'

4 Build team (Exceptional project management)

Willingness to act on information revealed

Contribution of TDABC? (Kaplan, 2013)

Process Improvement

- **Eliminate process steps** and variations that **do not contribute to improve patient outcomes**

- **Redesign processes** to reduce waste and idle time

- **Optimise processes and interventions** over a complete cycle of care
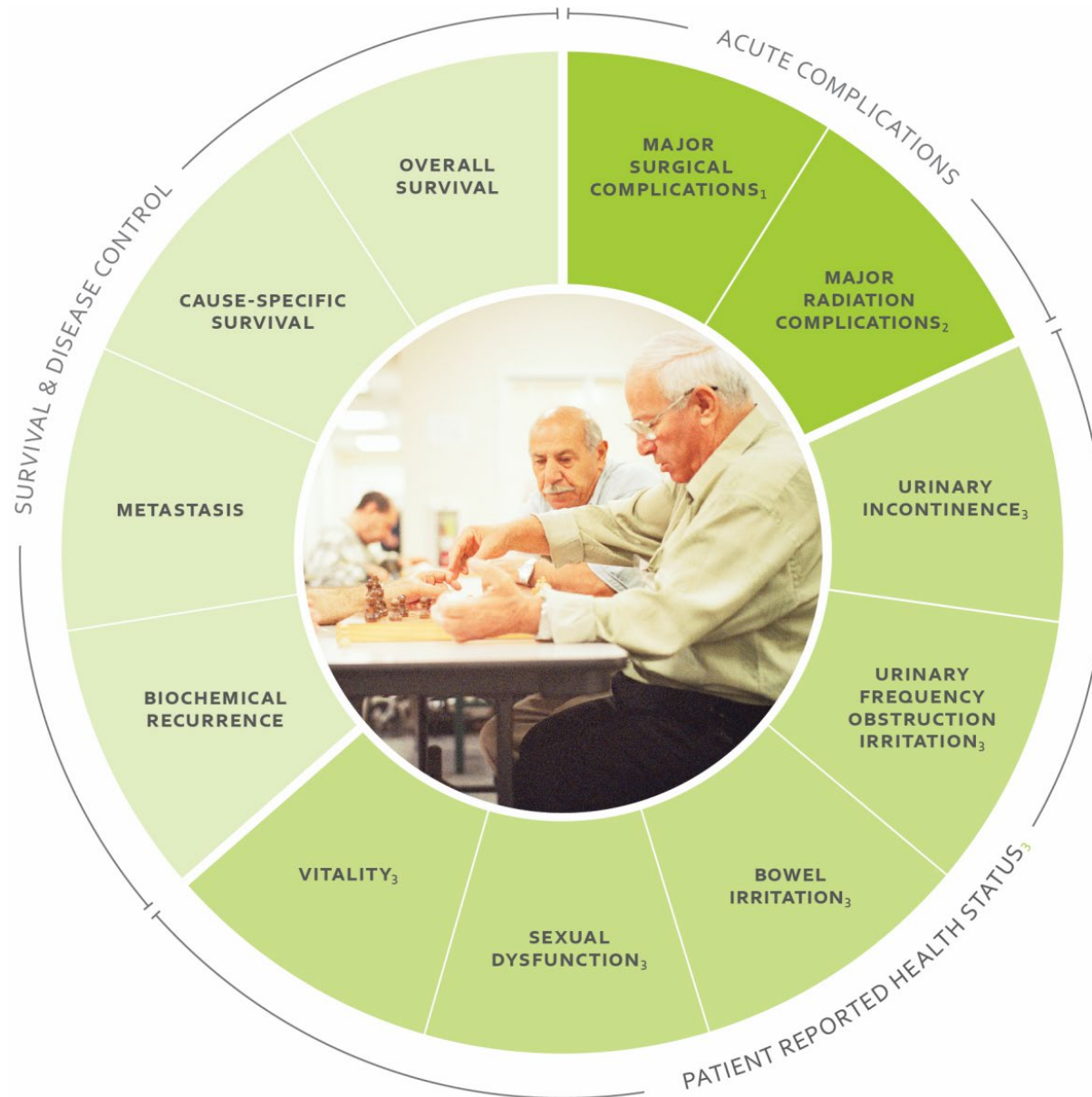
Personnel & Resource Utilisation

- Health care personnel, equipment and facilities have very different productivities and costs; **who should be doing the work, where and when?** (At top of license?)

- Use existing capacity to **serve larger volume of patients or reduce unused capacity** of people, equipment and facilities

How to combine outcomes data with cost data to obtain meaningful measures of value?

- Use of Radar Charts to analyse

  ➢Different treatment options
  ➢Different processes of care
  ➢What happens if change process of care
    ➢Trends over time
  ➢Across clinic/country

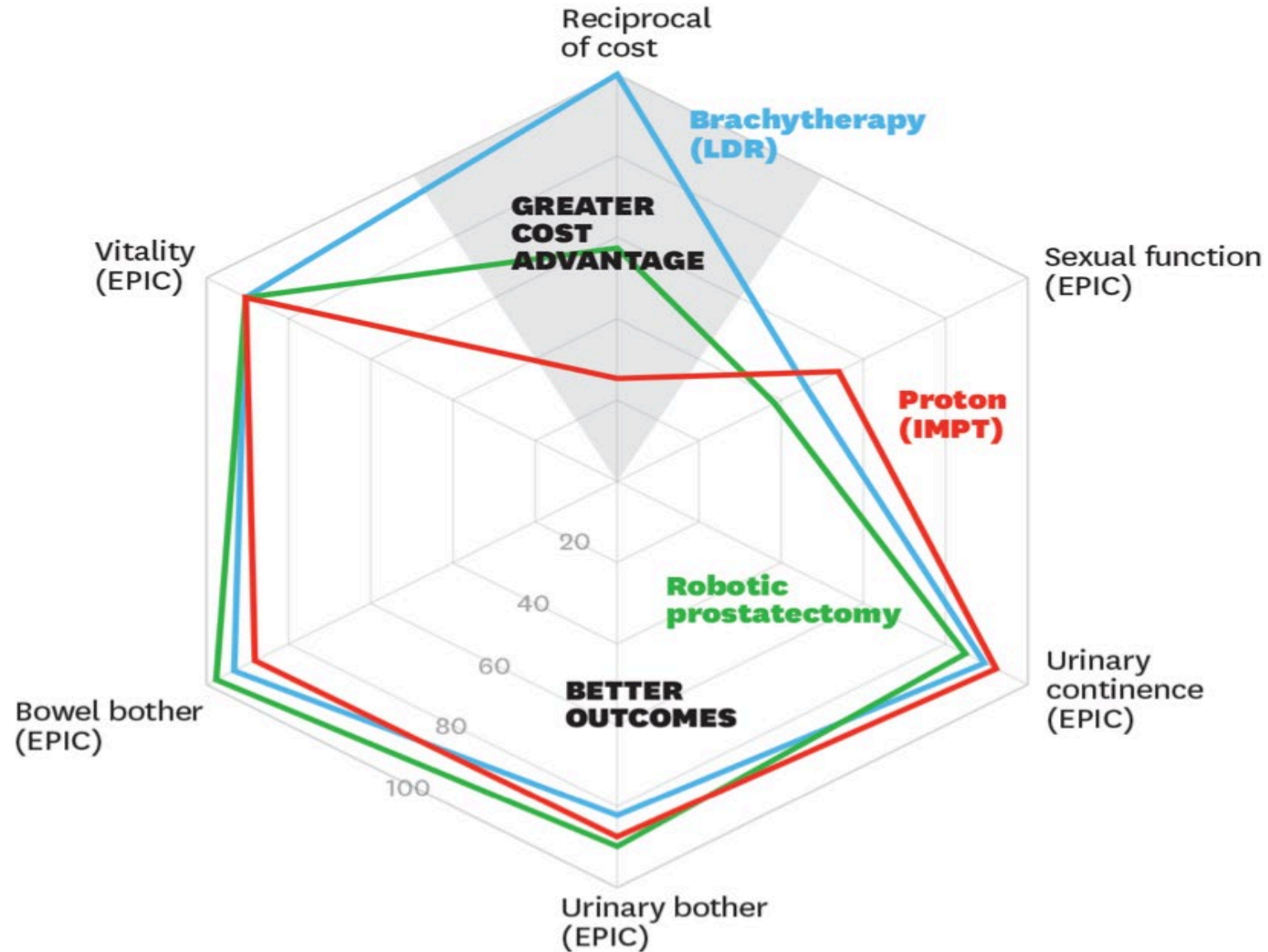# Illustrative Example: ICHOM Standard Set for Prostate Cancer

1. Recorded via the Clavien-Dindo-Classification

2. Recorded via the Common Terminology Criteria for Adverse Events (CTCAE), version 4.0

3. Recommend to track via the Expanded Prostate Cancer Index Composite (EPIC)-26

Comparing the Value of Three Alternative Prostate Cancer Treatments

A score of 100 represents the ideal performance.

How value analysis can be used to drive improvements in care?

'From C-suite to the Bedside'

- It is all about the data - Data Analysis …

- Willingness to act on information revealed in data analysis
  - Process improvement
  - Continuous improvement in patient outcomes

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Thank you