

Building on value-based healthcare: A new approach proposed by the European Observatory on Health Systems and Policies

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On behalf of the author and contributor team

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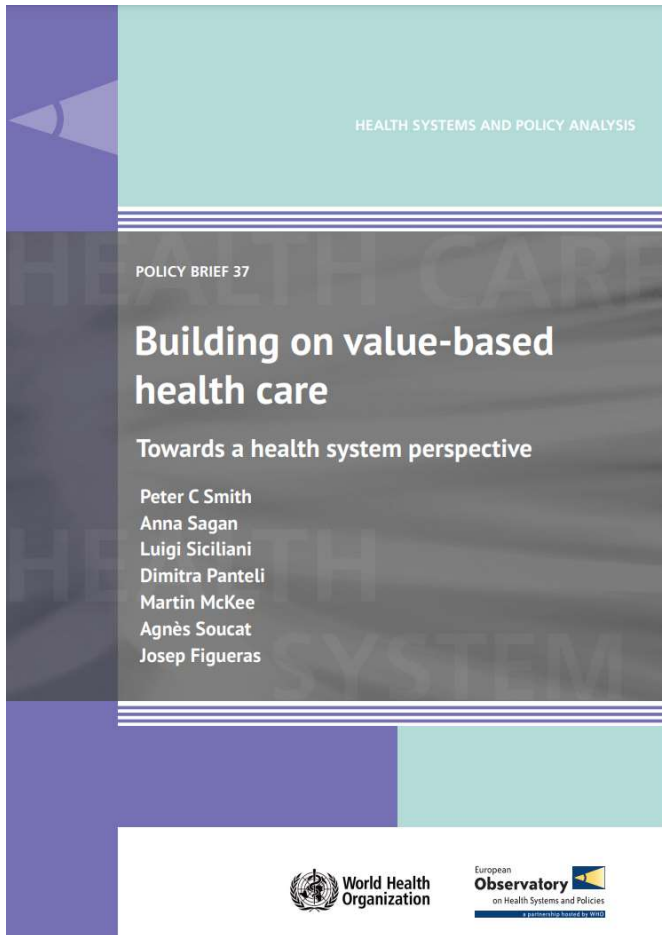


Introduction

- Longstanding interest in value
- Value for money, value-based health care, cost-effectiveness, patient-reported outcomes, patient responsiveness...
- Different perspectives on what value means:
 - National policymakers
 - Purchasers
 - Provider organizations
 - Practitioners
 - Citizens and patients



From value-based healthcare to value-based health systems



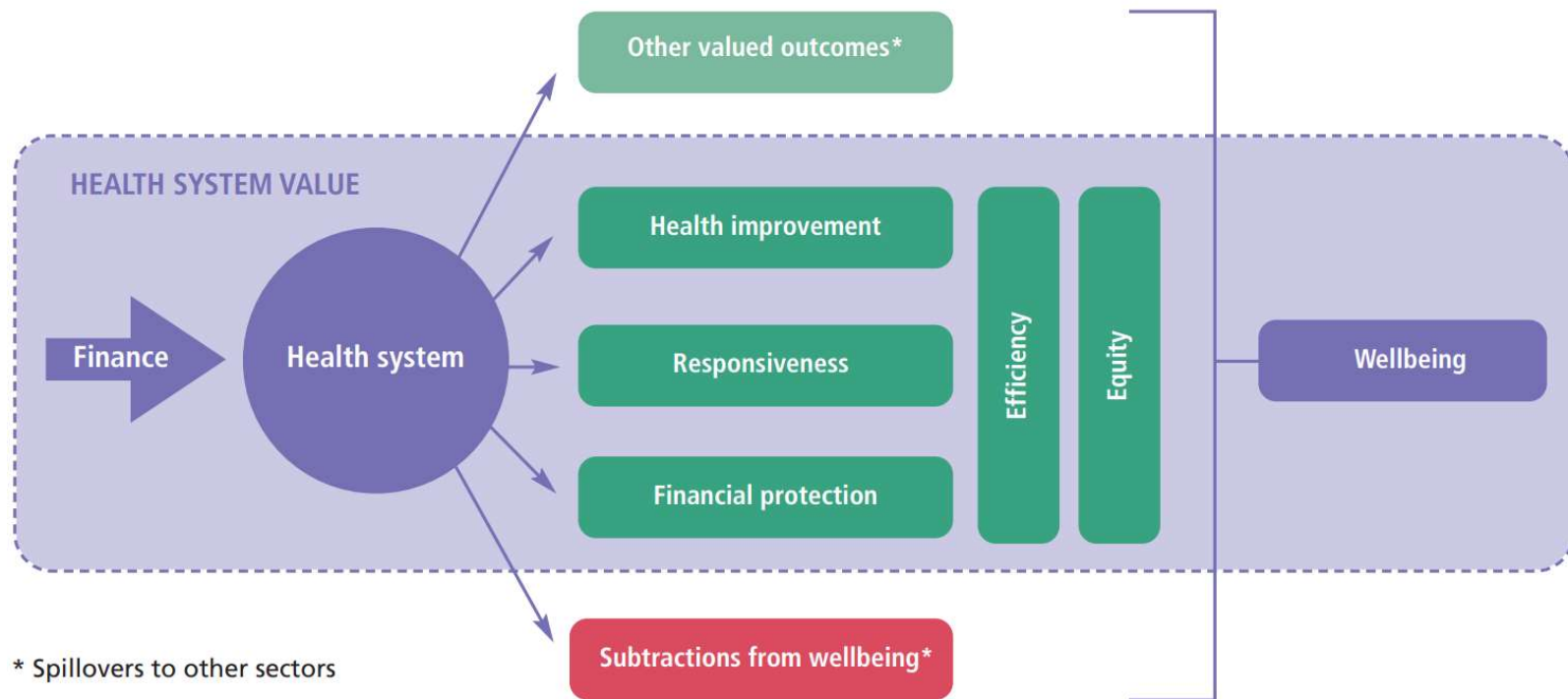
- In this policy brief we:
 - Propose a **move towards a value-based health system**, in which all policies and actions are aligned towards creating a common concept of value
 - **Define** what is meant by value
 - Recognize the wide array of **actors** that create certain aspects of value
 - Discuss a range of **policy levers** traditionally used to create value
 - Underline the central role of **governance** in assuring value is created





What is value?

We define value to be “**the contribution of the health system to societal wellbeing**”





How can various actors in the health system contribute to value?

- **National policymakers**
 - Leadership: definition of value
 - Design of health system and its policies
- **Purchaser organizations**
 - Planning and purchasing services
 - Allocative efficiency
- **Provider organizations**
 - Creating health improvement
 - Technical efficiency
- **Practitioners**
 - Health improvement and responsiveness
- **Citizens and patients**
 - Reducing risky behaviour
 - Using health services effectively; co-production



Key policy levers for enhancing value

	Health improvement	Responsiveness	Financial protection	Efficiency (min. waste)	Equity
National policymakers	HiAP initiatives; fiscal and regulatory measures for health promotion and disease prevention; behavioural interventions (nudging); strengthening PHC; promoting the use of evidence (e.g. via clinical guidelines); collection of digital data	Strengthening PHC	Funding sources; exemptions from user charges	Promoting the use of tools such as CEA, HTA, WHO CHOICE	Resource allocation; funding sources
Purchasers	Resource allocation (e.g. selection of health benefits package); strategic purchasing/payment mechanisms (e.g. to incentivize provision of health promotion and disease prevention)	Strategic purchasing (through e.g. better coordination, incentivising quality through P4P); personal budgets for patients and caregivers; integrating care services	Monitoring use of private sector	Strategic purchasing; payment mechanisms	Strategic purchasing; assuring access to services; local resource allocation
Provider organizations	Training; promoting adherence to clinical guidelines	Workforce development; adapting skill mix; supporting patient involvement; use of eHealth		Management processes; internal accounting; use of eHealth	
Practitioners	CPD; adherence to clinical guidelines	Training; use of eHealth		Adherence to economic guidelines; minimizing waste; use of eHealth	
Citizens and patients	Healthy living/avoiding risky behaviours; compliance with treatment regimens; involvement in decision-making (bodies) related to health; participation in treatment decisions	Exercising choice of provider; making preferences clear (e.g. via PREMs); use of eHealth	Assuring usefulness of purchased services	Exercising choice of provider; using resources appropriately; use of eHealth	Ensuring knowledge and exercise of entitlements

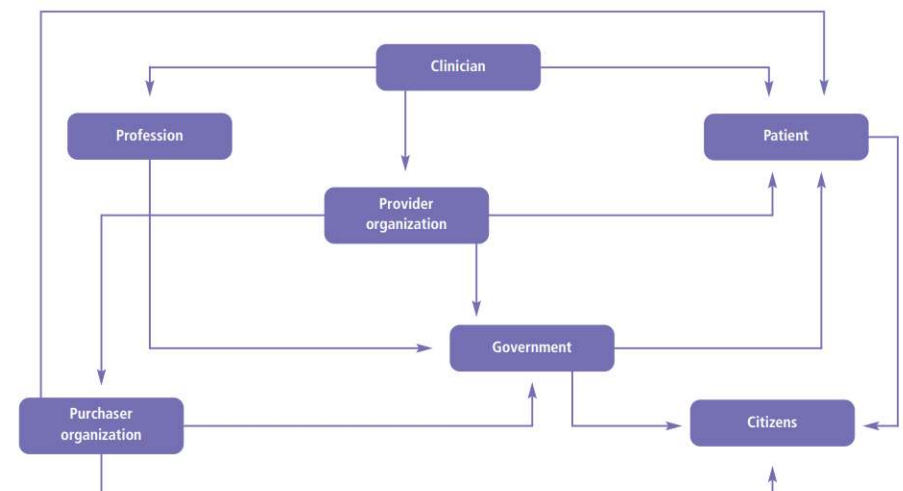
1. working across sectors for health
2. fiscal and regulatory measures for health promotion and disease prevention
3. strengthening primary health care
4. funding health care for universal access
5. setting a health benefits package
6. strategic purchasing for health gain
7. paying for quality
8. integrated people-centred health services
9. evidence-based care
10. stepping up the introduction of eHealth and digital health
11. involving patients in their own care
12. involving citizens in decision-making.



The central role of governance in aligning the levers

Governance as the assurance that the policies are implemented effectively; it includes:

- Organizational design
- Determining and transmitting the chosen concept of value
- Accountability arrangements
- Performance measurement
- Aligning financial and non-financial incentives
- Recognizing citizen and patient voice





Moving from value-based health care to a value-based health system

- Health systems should consider explicitly what concept of 'value' they are seeking to create
- Need to take a whole system perspective – there may be highly efficient institutions that are operating within a dysfunctional system
- Different actors have different perspectives and create different aspects of value
- Different policies focus on different aspects of value
- Policymakers have to find the balance that maximizes the overall value it creates from the resources at its disposal



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