



# National Dialog for Healthcare Innovation Summit Defining Value in Healthcare

Prepared for Healthcare Leadership Council

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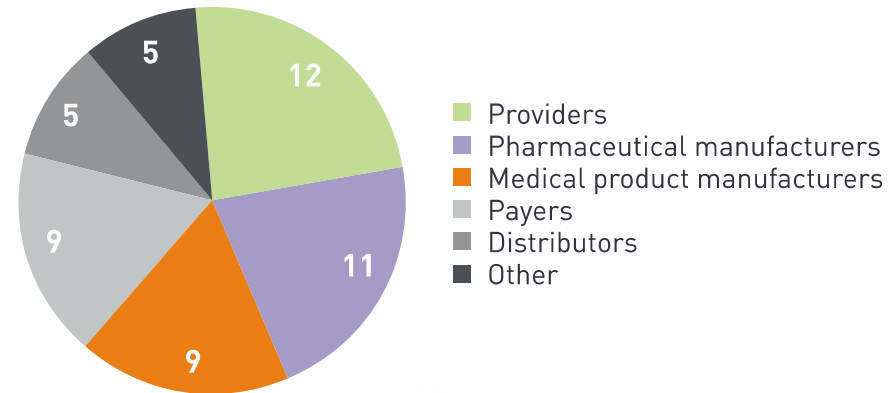
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# In preparation for today, we gathered input from across HLC's membership

- Interviews with 51 stakeholders from 26 HLC organizations
- Focused discussion:
  - **Value** in healthcare
  - **Barriers** to value delivery, collaboration and innovation
  - **Opportunities** to overcome barriers

Number of Stakeholders Interviewed



## Report

- Pre-read provided to summit attendees
- This morning: themes related to **definition of value**
- Later today: discussions built upon identified barriers and opportunities



Interviewees generally defined value as a function of quality & cost, naming multiple sources of quality

## Definition of Value in Healthcare



## Additional Perspectives

- Imperative to both raise quality and lowering (or stabilizing) cost
- Indirect costs (e.g., lost patient or caregiver productivity) noted as difficult to measure, with savings difficult to realize

# Various aspects of quality were highlighted, all of which represent value delivered to patients

Humanistic Aspects	Clinical Aspects
<ul style="list-style-type: none"><li>■ Quality of life improvements, which may vary by individual</li><li>■ Service experience: respect for time, friendliness of support staff, accuracy of billing, etc.</li><li>■ Promptness and accessibility of care</li><li>■ Empathy demonstrated by providers</li><li>■ Ability to understand and effectively navigate the “system”</li><li>■ Maintenance of wellness or prevention of disease</li></ul>	<ul style="list-style-type: none"><li>■ <b>Process-oriented measures:</b> pre-surgery checklists, percentage of diabetics with eye exams conducted, etc.</li><li>■ <b>Intermediate outcomes or leading indicators of health outcomes:</b> HbA1c levels, cholesterol levels, blood pressure, BMI, etc.</li><li>■ <b>Health outcomes:</b> slowed disease progression, reduction in post-op infections, avoidance of hospitalization, avoidance of CV-related mortality, etc.</li></ul>

Many noted too many metrics in use today are process-oriented and not enough outcome-oriented

# Two important challenges were highlighted related to assessing value in healthcare



## Time horizon over which value is measured

- Value can be considered over patient's entire life
- Some interventions deliver value quickly (e.g., reduce post-op infections); others deliver value over time (e.g., reduce CV risk factors)
- Stakeholders inhibited from taking long-term view (e.g., near-term financial focus, change in payers, transition to Medicare)



## Patient ability to assess value of care delivered

- Reforms and payer benefit designs put more focus on patient engagement in decision-making
- Patients have too little easy-to-access and easy-to-understand information to make good decisions
- Some conditions limit patients, emotionally or cognitively, from full engagement in decision-making

## Group Discussion – Topic 1 of 3



- How do we define value for purposes of today's discussion?
- Is it different from a patient perspective?  
Among stakeholder groups?  
What are the commonalities?

## Group Discussion – Topic 2 of 3



- What is the timeframe over which we define value?

## Group Discussion – Topic 3 of 3



- How can we develop consensus parameters defining value that enable forward progress in innovation?