

# Nutzenorientierter Wettbewerb im schweizerischen Gesundheitswesen

In health care, the best way to contain costs  
is to improve quality.

Professor Elizabeth Teisberg  
Stoos, Switzerland  
19 June 2010



Surely, we can do better.





# The LAMaI calls for containing costs *and* mandates ensuring high quality.

- Cost containment is not the only goal.
- The goal of health care is **health**.
- **Quality = health care outcomes.**



# Health care

Patients and families want more health,  
not more treatment.



# Value in Health Care

$$\text{Value} = \frac{\text{Improvement in Health Outcomes}}{\text{Money spent}}$$

**Dramatic improvement in value requires redefining health care delivery.**



Increase value by *improving* quality  
in ways that reduce cost

Living in good health is **inherently less expensive** than living in poor health.

**Better outcomes often drive costs down.**

- Diabetes
- Stroke
- Diagnosis

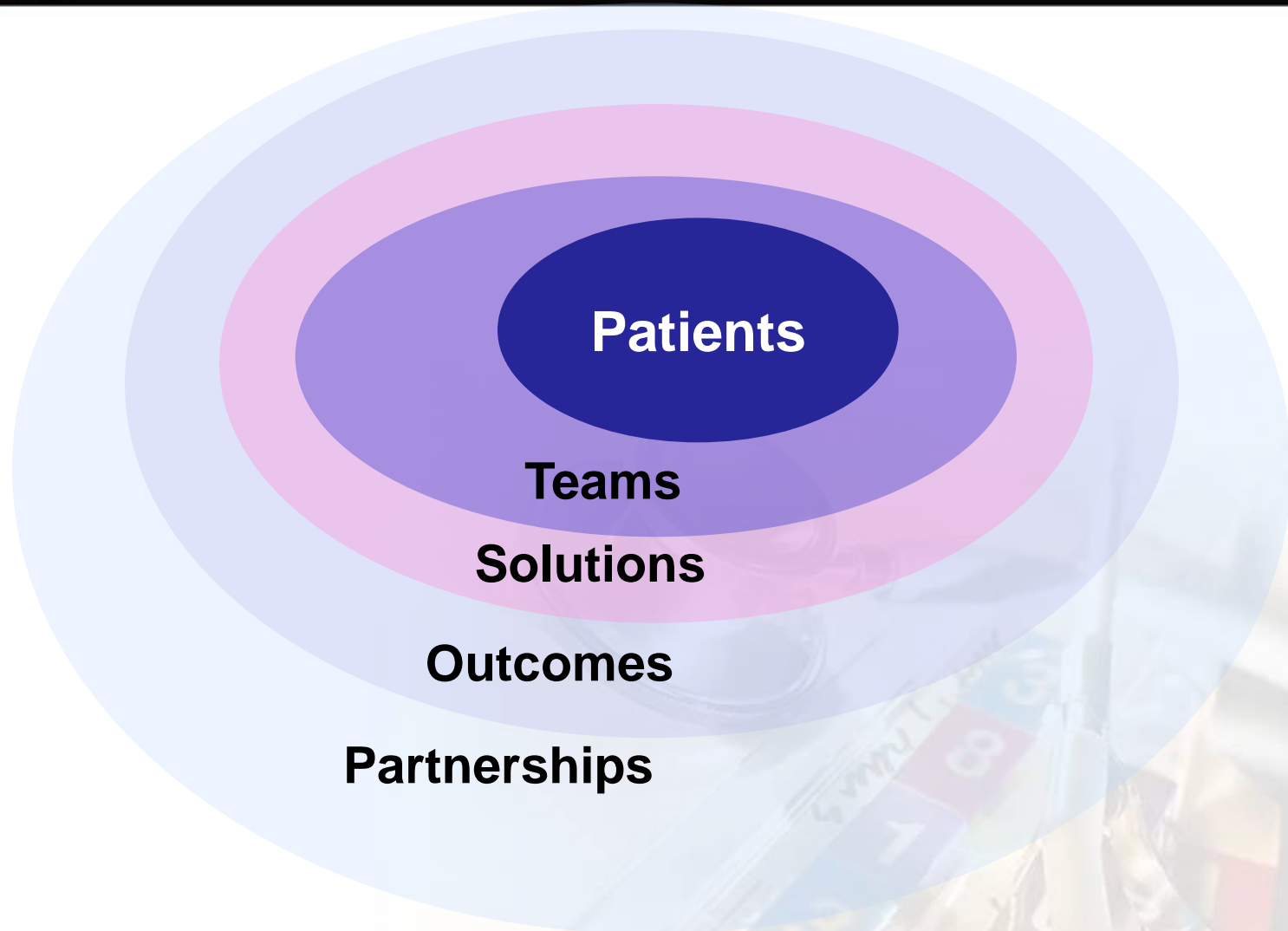


# Keys to accelerate dramatic improvement in value

- Define services from patients' perspectives.
- Organize care delivery around solutions.
- Create multidisciplinary teams.
- Measure results to accelerate learning.



# Redefining Health Care Delivery





# Redefining Health Care Delivery



**Patients**

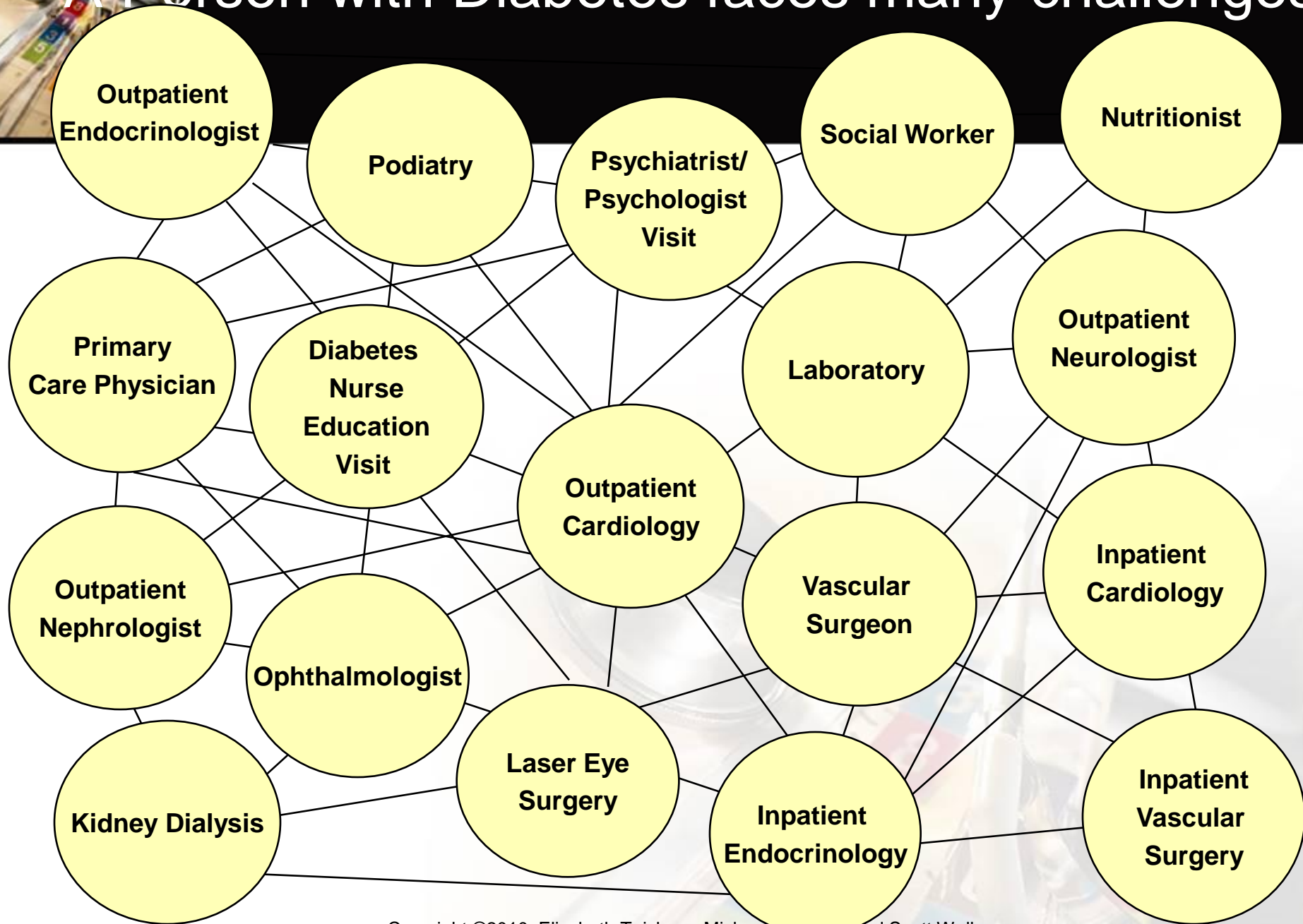




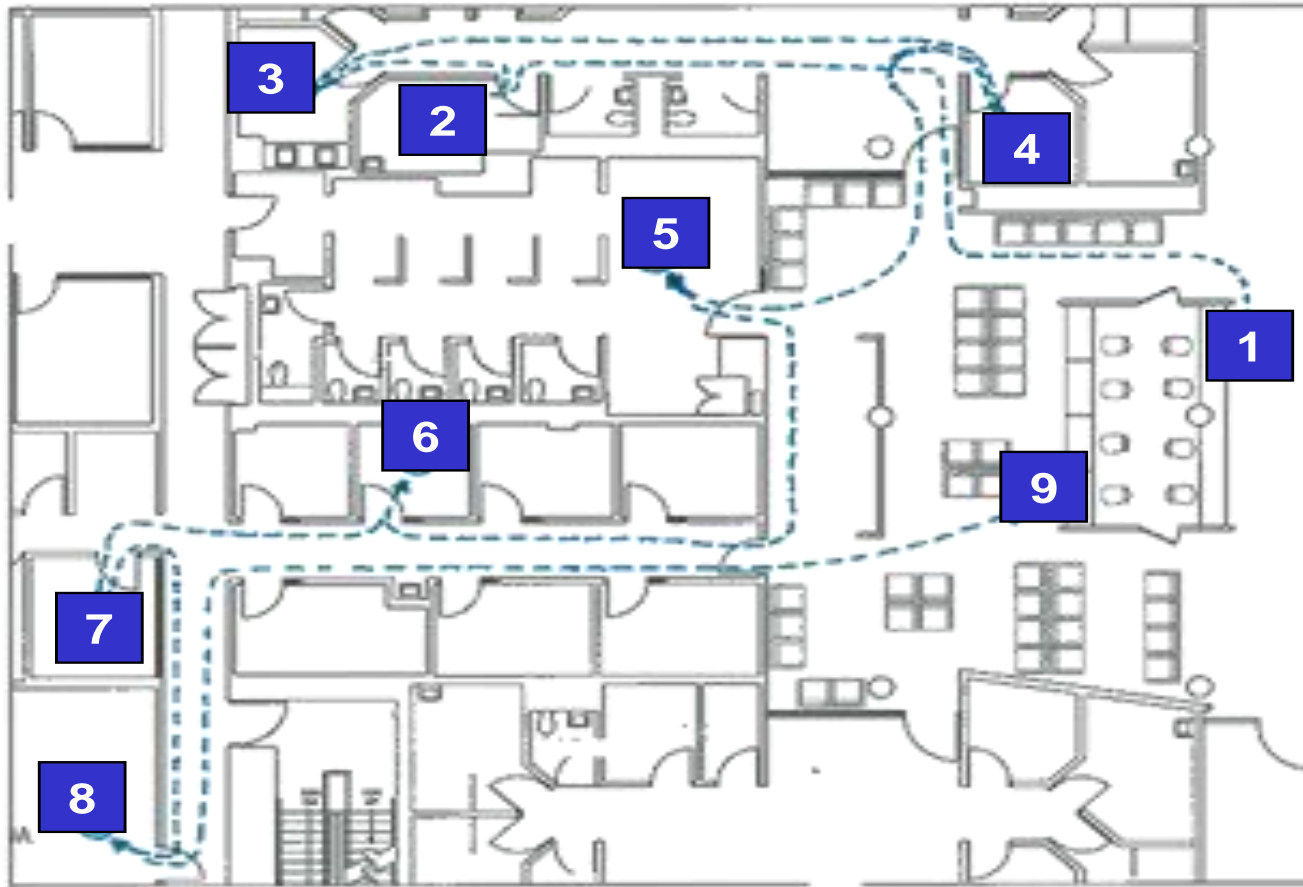
# Design care from the patient perspective

- Define care by conditions
  - not procedures or medical specialties
  - Include common co-occurring conditions
- Extend through the full cycle of care
  - Shift attention and care earlier in the cycle
  - Late stage care is less effective and less efficient
  - U.S. drives costs **up** by limiting early stage care

# A Person with Diabetes faces many challenges



# The Joslin Diabetes Center



1. Check-in
2. Endocrinologist
3. Nurse Coordinator
4. Eye Exam
5. Laboratory - Blood, urine
6. Diabetes Education
7. Mental Health
8. Renal
9. Check-out

Source: Joslin company documents.



# Measurement Efforts

- The Joslin had patient data, but...
- Was analyzing cross sectional averages
- Needed to measure health outcomes for each patient over time

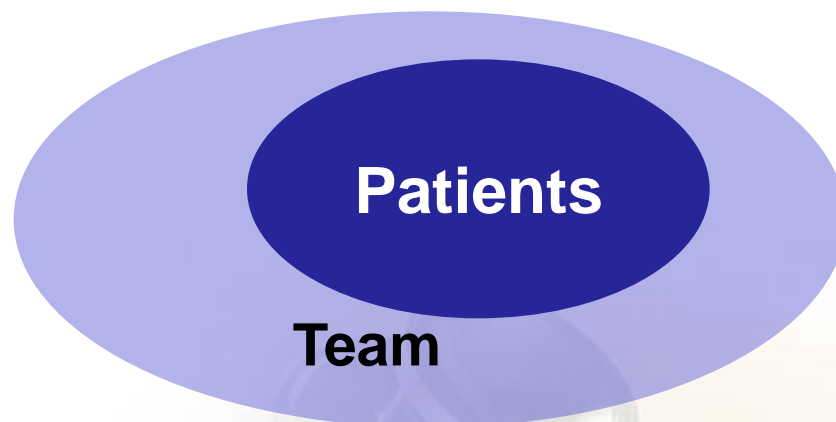
Show Improvement Over Time

Show the Difference your care makes

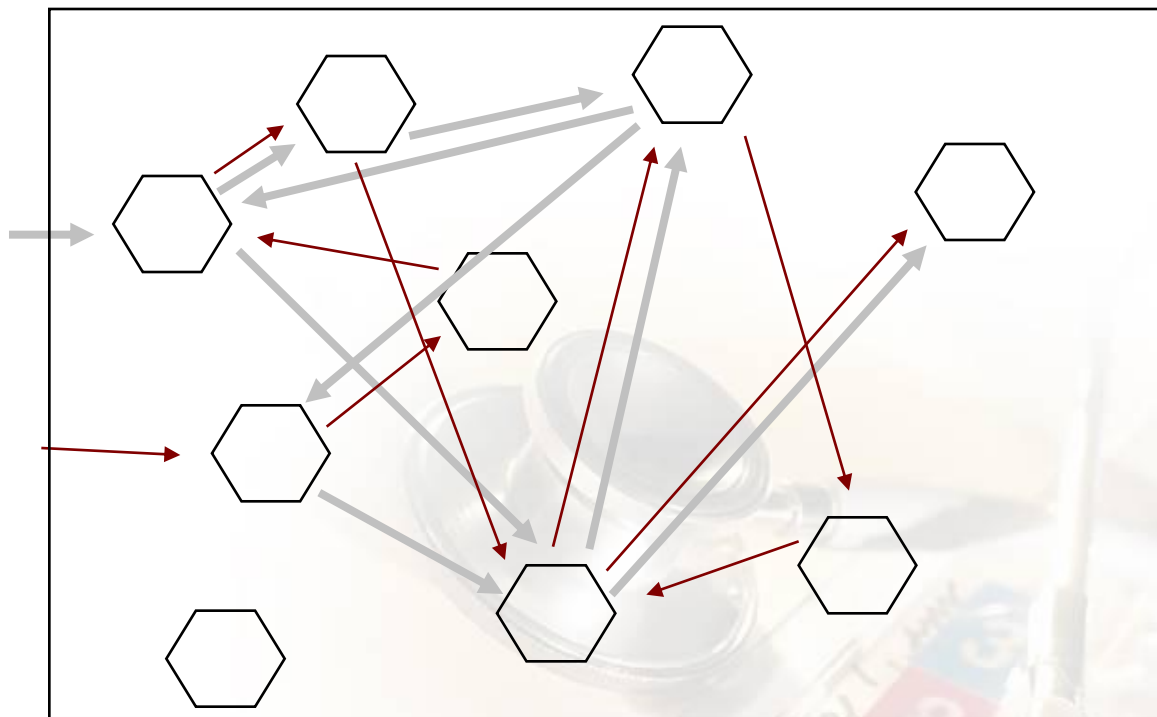
Show the Benefit of the Team

Help the Patient Experience Success

# Redefining Health Care Delivery: Multidisciplinary teams



# Clinically Integrated Care Team or Collection of Fragmented Services?

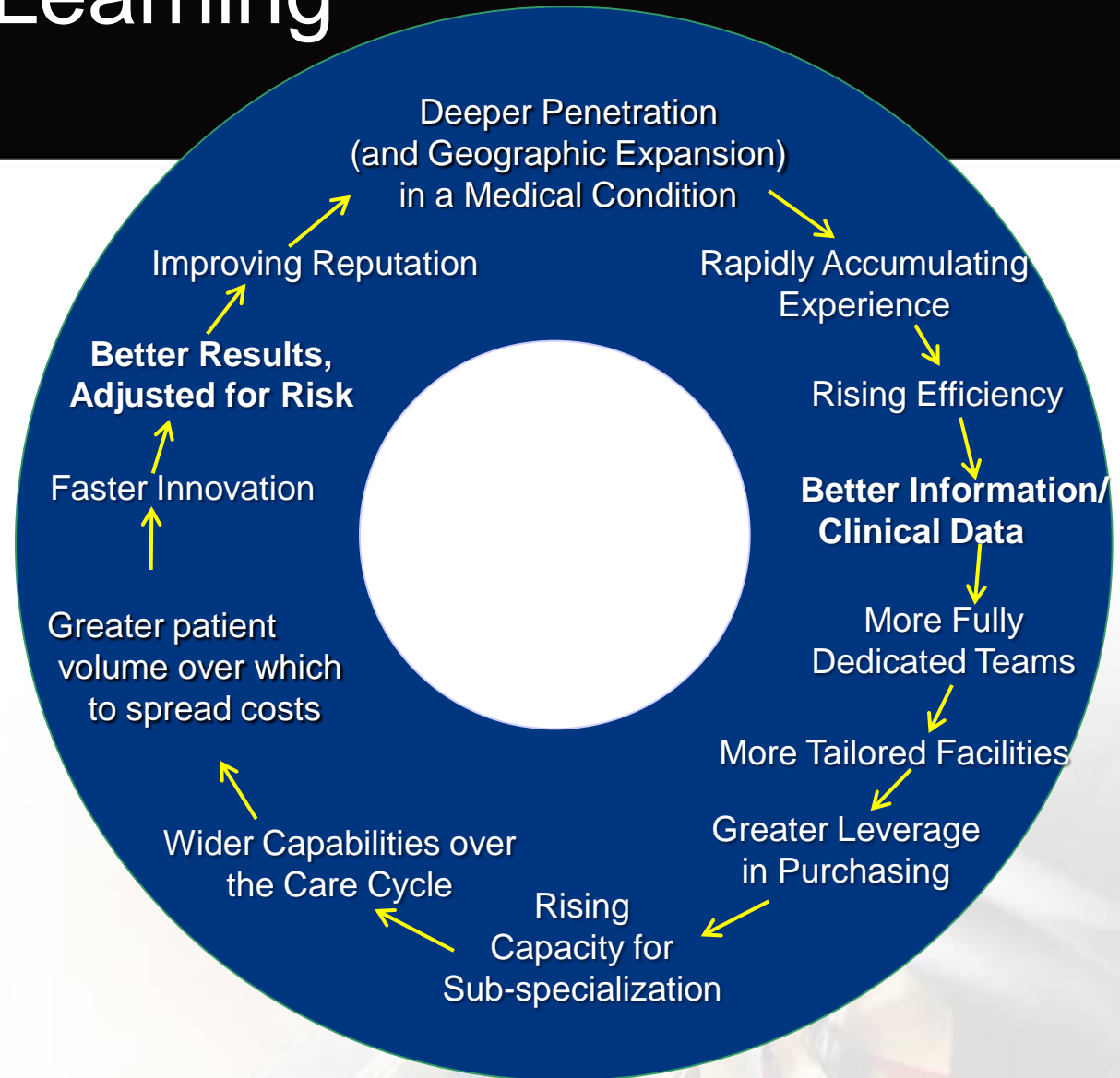




# What is Different with Teams?

- Learning
- Clinical Judgments
- Coordination
- Satisfaction
- Health Outcomes
- Efficiency
- Research

# Driving Learning



Broad expertise develops over the care cycle for the patient.



# Evolution of measurement success

## STAGE

- Resistance & Suspicion
- Measurement of processes
- Measurement of indicators & short term outcomes
- Team-wide excitement
- Improving the measures
- Evangelists for measurement

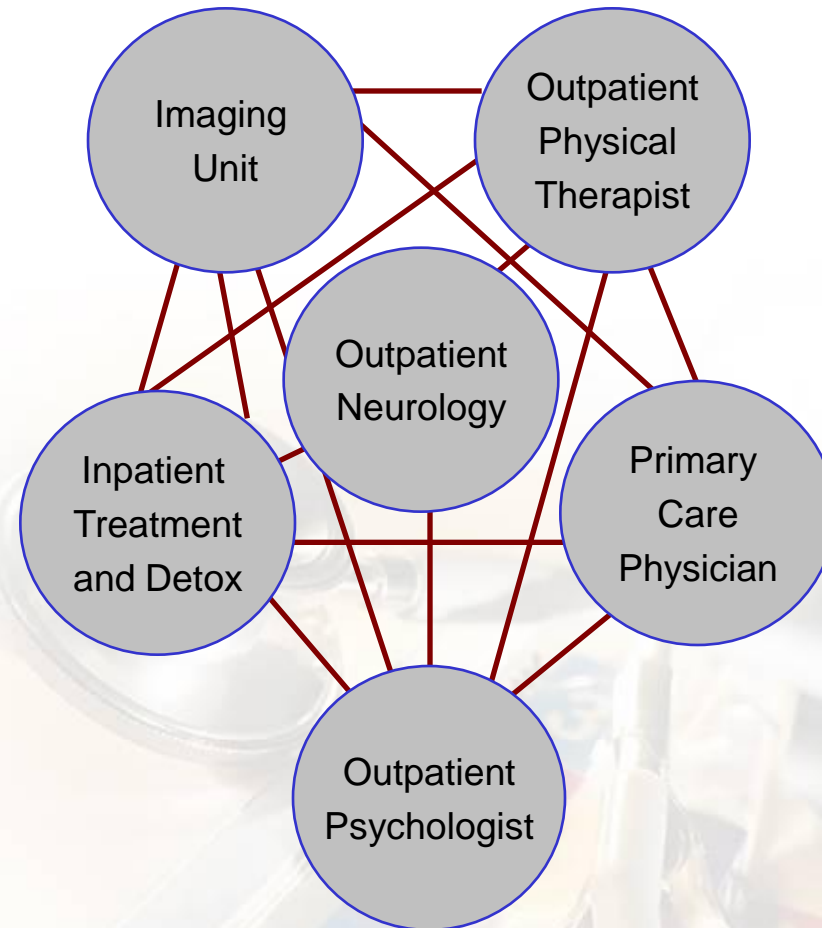
## NEW UNDERSTANDING

- For learning, not judgment
- Controllable—experience success
- Are the patients benefitting?  
Improving professional satisfaction.
- We CAN measure and improve!
- Outcomes for patients are better
- Team inspired by improving value

# Migraine Care in Germany

## Old model

Organized by  
specialty in discrete,  
fragmented services

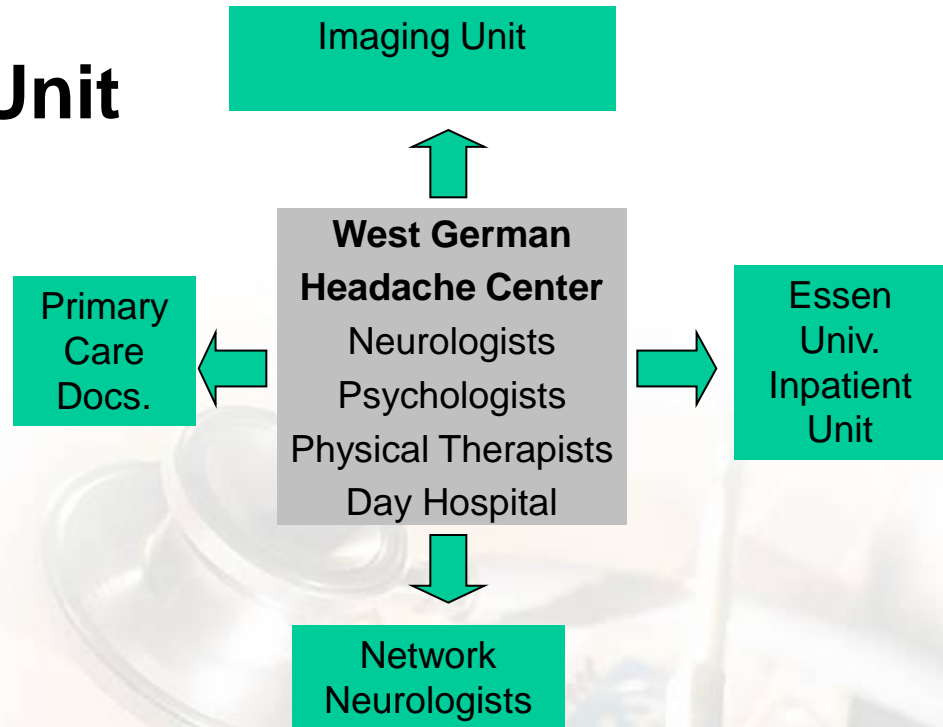


Source: KKH, Westdeutsches Kopfschmerzzentrum

# West German Headache Center New model

## Integrated Practice Unit

*Patient Value is  
the beacon of  
inspiration for  
organizational  
innovation.*



Source: KKH, Westdeutsches Kopfschmerzszentrum



# Value Improvement Measured

## Better Health Outcomes:

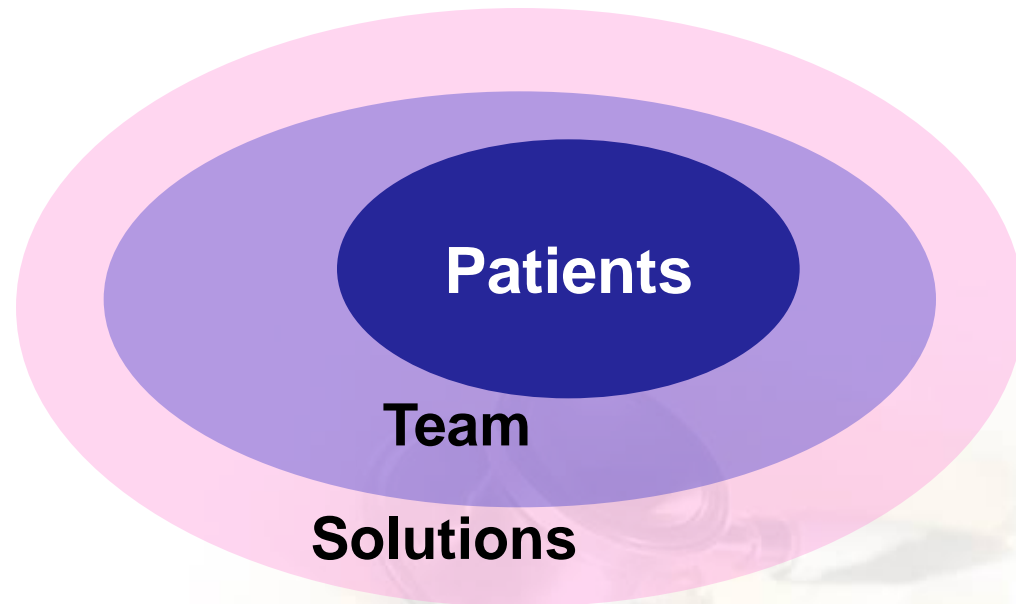
- Far more days at work
- Far less pain
- High patient satisfaction that treatment works

## For Less Money Spent:

- After the first year, costs are down
- Measuring all health care, not just migraines



# Redefining Health Care Delivery: Solutions



A solution conveniently, effectively  
and efficiently enables better health

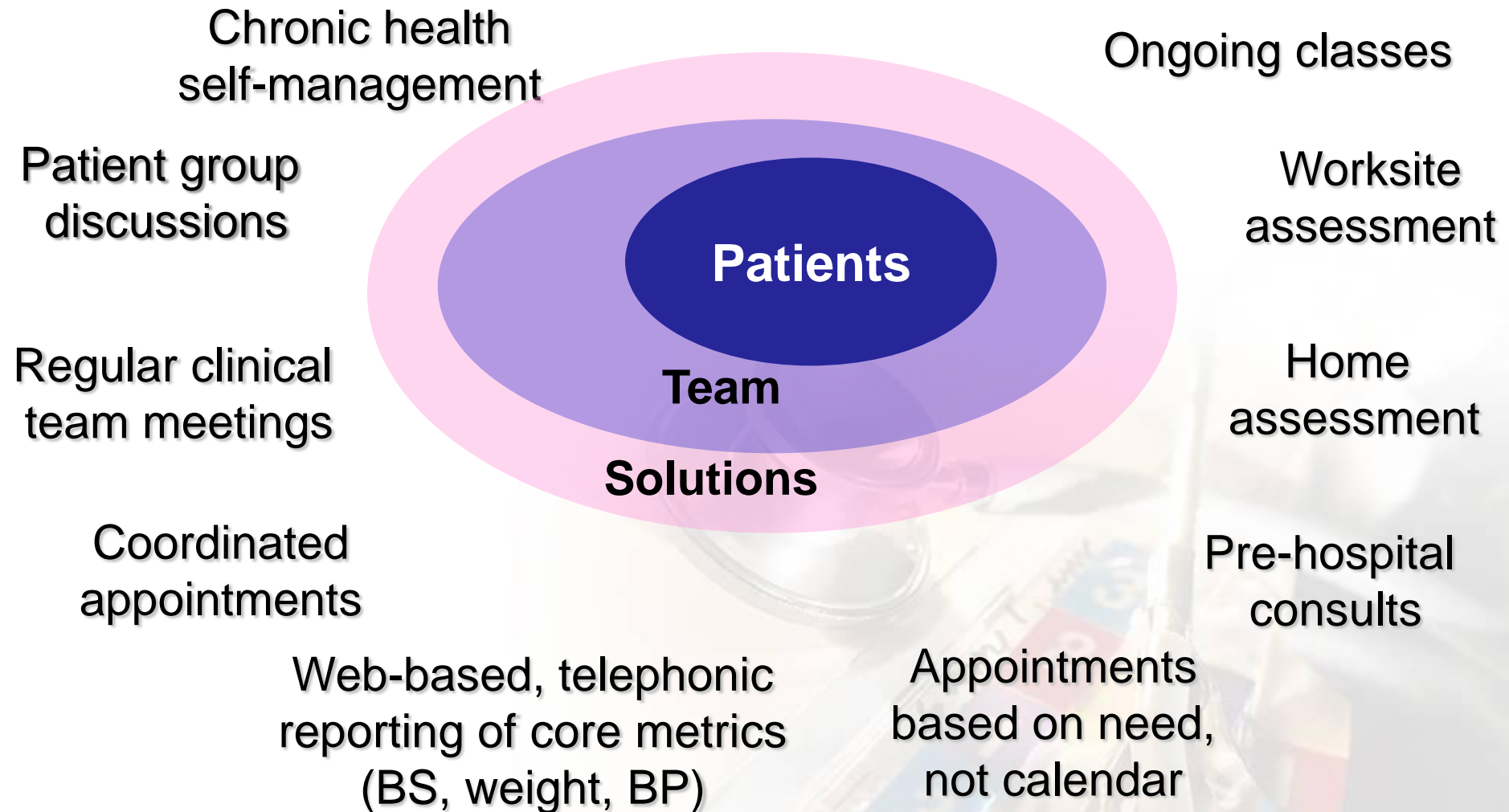


In the next example, consider...

You would never do this

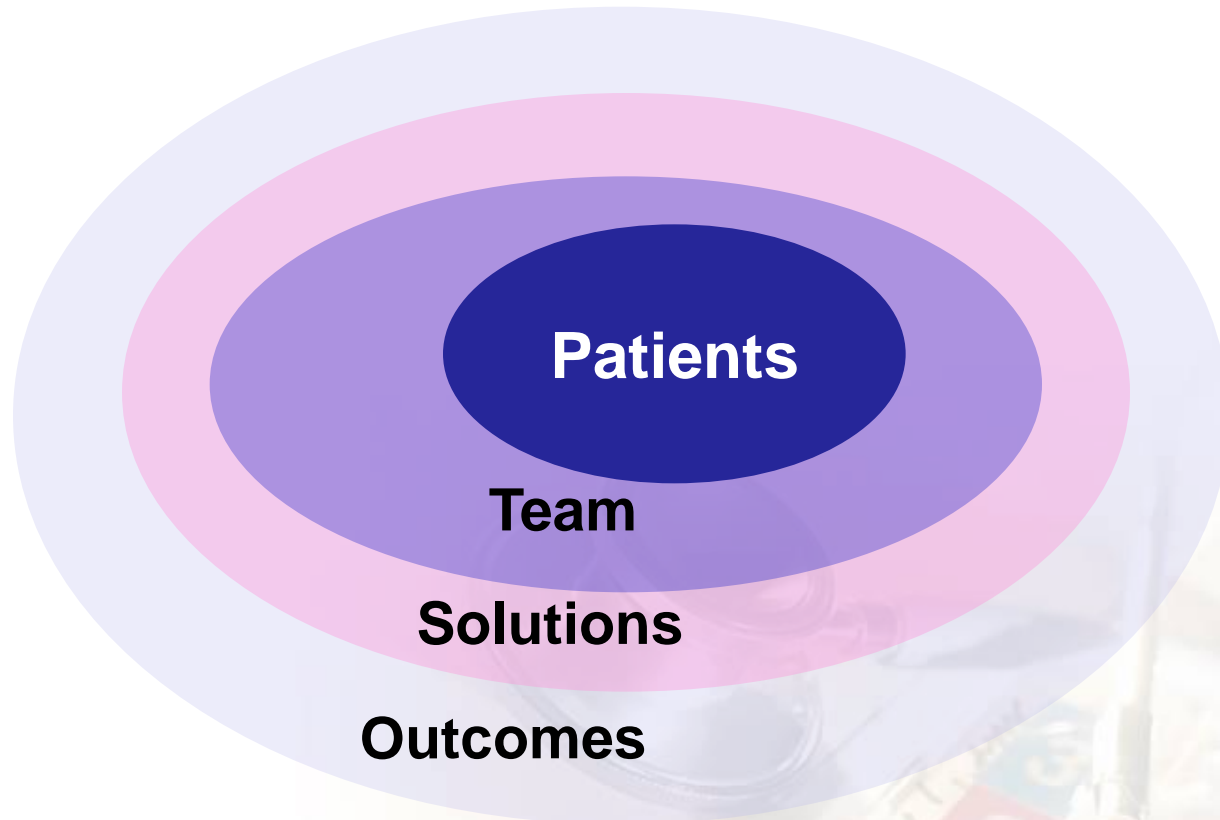
- If you only measure inputs
- If you focus on process control
- If you only consider the medical perspective
- If you expect to do the same things  
and get different results

# Solutions for Type 2 Diabetes by a European company in the U.S.





# Redefining Health Care Delivery: Outcomes



**What you measure will improve,  
so measure outcomes and costs!**



# Quality is better health care outcomes.

- Good process is important, and
- Measuring and improving **inputs** is not sufficient.
- “Best process” may or may not improve **outcomes**.



# Outcomes have multiple dimensions

**Health  
Status  
Achieved**

Survival

Degree of recovery, health, capability

**Recovery  
Experience**

Time to recovery or return to normal activities

Care process consequences (e.g. pain, complications, errors; self-care knowledge, confidence)

**Sustainability  
of Health**

Sustainability of capability or health over time

Long-term consequences of therapy  
(e.g., care-induced illnesses)



Begin!

Don't wait for perfect measures.

Measurement will improve both the  
health outcomes  
and the measurements.

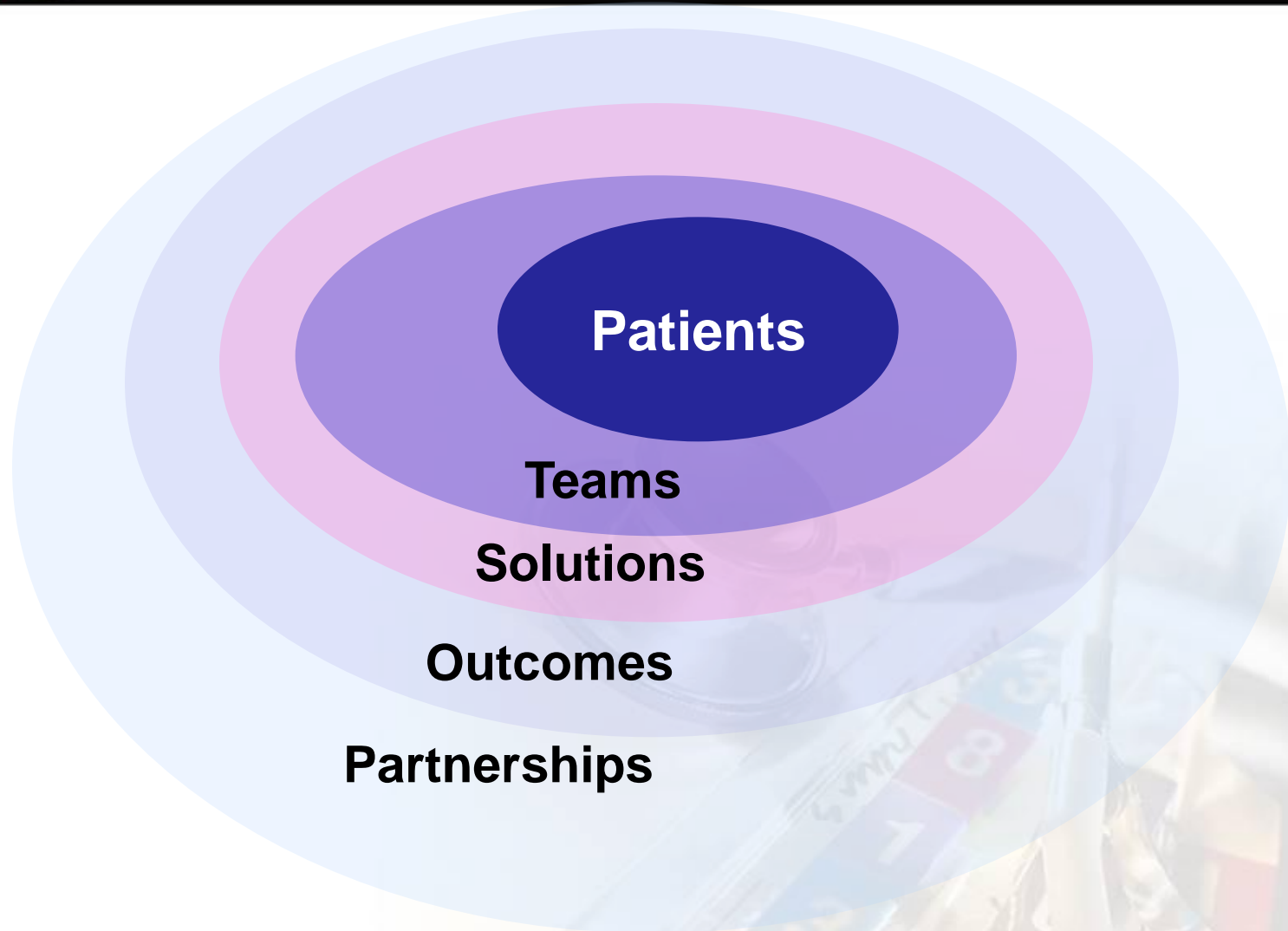


# Measuring Value drives learning and improvement

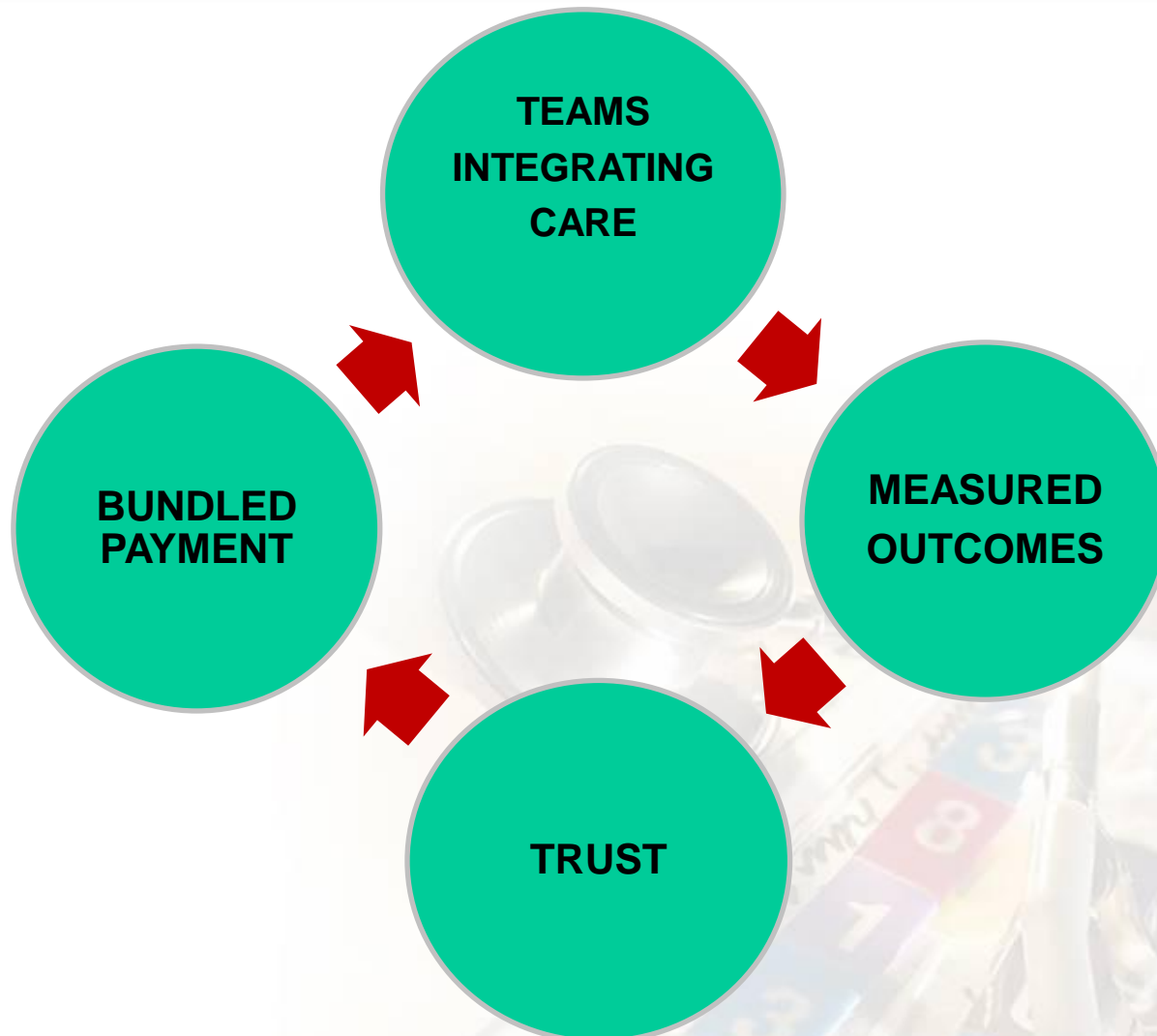
**Failure to measure outcomes  
slows improvement and  
invites costly micromanagement**



# Redefining Health Care Delivery



# Redefinition and design for health enables a win-win dynamic





# Dramatic improvement accompanies a (necessary) evolution

- Processes → Outcomes
- Private → Published
- Individual → Team
- Resisted → Championed



These enable pay for value



# Current vs. Redefined

Designed around facilities, locations and physicians

→ Designed for **patients** with common co-occurrences

Organized by specialties or types of practitioners

→ **Teams** coordinating and integrating care delivery

Treat diseases/incidents

→ Create **solutions** for patients and families

Measure volume of services (tests, treatments)

→ **Measure** value of services (health outcomes/costs)

Cost shifting

→ **Partnerships** linking payment and value



# Increased incidence of chronic disease requires a redefined perspective:

## Current Perspective

The goal is treatment  
(measure good process)

*More treatment*

costs more

## Redefined

→ The goal is **health**  
(measure health outcomes)

*More health*

often costs less