

# Value-based healthcare

## How are Portuguese hospital managers adapting to this new approach?



Daniel Ferreira Polónia, [dpolonia@ua.pt](mailto:dpolonia@ua.pt)  
Adriana Coutinho Gradim, [adrianacoutinho@ua.pt](mailto:adrianacoutinho@ua.pt)  
University of Aveiro, Portugal



### Introduction

Giving more power to the patients can be a solution for reducing the negative impacts resulting from the challenges in the healthcare sector (1,2). **Value-based healthcare (VBH)** emerges as an alternative to the traditional healthcare management systems. The use of has been debated in the USA and in Europe, leading to several pilots to test its implementation (3).

### Study aim

Analyse how Portuguese hospital managers are dealing with developing strategies to implement **VBH** in the healthcare system.

### Literature Review

- Managers must establish goals that consider the creation of value for the patient
- **ICHOM** was created to demonstrate the potential of VBH through PROMs and PREMs measures (5)
- Three **alternative funding methods** in the OECD can be identified: the models of P4P, bundled payments and ACOs (8)
- There are critics to the **VBH** model

### Methodology

- **Review of articles** related to VBH and based on Nuno (2019) (10)
- **Semi-structured interviews** with people with VBH projects in Portugal

### VBH is a new management formula important for Portugal

- Managers must try to promote risk sharing and develop solutions to better communicate among parties

### Public and private hospital managers have access to different management processes

- Managers from private hospitals have available more systematic processes.
- Managers from public hospitals of medium and large dimension are trying to develop projects based on VBH

### Managers are paying more attention to the healthcare ecosystem

- Managers must be prepared to work together with other healthcare institutions
- Managers must promote the share of knowledge among the actors of the healthcare ecosystem

### Managers identified VBH projects in development

- Pay-for-performance program at the level of primary health care; pilot project for the payment of the HIV treatment; “3F Project – funding, formula for the future” and FAROL pilot-project.

### Managers identified the need of an information management system to manage health data

- It can enable managers to share information and achieve best practices to better and more efficiently treat patients

### Conclusion

1. Hospitals managers can find it difficult to implement a VBH strategy depending on the health system
2. Managers must be well-aware value for the patient and redefine competition in the sector, based on the concept of value-based healthcare
3. This study presents the case of Portugal that can be adapted to other contexts

### Limitations:

The study did not include any patient association representative

The qualitative nature of the study and the reduced number of interviews does not allow for the results to be generalised.

### Literature cited

1. Nilsson K, Bååthe F, Erichsen Andersson A, Sandoff M. Value-based healthcare as a trigger for improvement initiatives. *Leadersh Heal Serv.* 2017;30(4):364–77.
2. Nordin P, Kork AA, Koskela I. Value-based healthcare measurement as a context for organizational learning: Adding a strategic edge to assess health outcome? *Leadersh Heal Serv.* 2017;30(2):159–70.
3. Porter ME, Teisberg EO. Redefining Health Care: Creating Value- Based Competition on Results. *Harvard Bus Rev Press.* 2006;
5. ICHOM. ICHOM Standard Sets [Internet]. 2020 [cited 2020 Feb 11]. Available from: <https://www.ichom.org/standard-sets/>
8. Lourenço A. Bundled Payment in Portugal [Internet]. 2016 [cited 2020 Jan 2]. Available from: <https://www.oecd.org/els/health-systems/Better-Ways-to-Pay-for-Health-Care-Background-Note-Portugal-Bundled-payment.pdf>
10. Nuno FMTF. Valor em radiologia: uma análise exploratória do modelo de negócio. University of Aveiro; 2019.