A managerial perspective on value-based healthcare

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Emily’s story
• Nurse for 12 years in the same Dutch hospital

• Recently asked to join a newly installed VBHC team

• Within the VBHC team (IPU), she finds it hard to collaborate with the other professionals, because every profession has its own ideas about how to collaborate effectively
• Has never heard of the term VBHC, and is, despite its intuitive appeal, not convinced yet about its effectiveness

• Emily is generally hesitant about the good intentions of the managers at her hospital

• In general, she has been skeptical to changes in her daily work:

  “New concepts and projects from management come and go, but they never really represent anything new; it is hard to believe that this one VBHC concept is different from all the others”
Do you think Emily’s story is a standalone story?
My dissertation focuses on:
How is value-based healthcare implemented in hospital organizations and how do professionals collaborate in Integrated Practice Units?

*Implementation – teamwork – leadership*
Key findings: VBHC implementation

Throughout incremental VBHC implementation, the roles of managers and professionals require **the right balance between guidance and freedom**

Martha, VBHC manager

I am seeking a balance between guiding VBHC progression and facilitating Emily to make VBHC her own

Emily, nurse

I believe the structured checklists and plans from the management **impede our freedom to adjust VBHC to our practice**
Key findings: teamwork in VBHC teams

Shared perspectives on effective interprofessional collaboration in VBHC teams **cannot be taken for granted**

Oliver, doctor

I consider the **doctors** and **nurses** as part of my VBHC team

Emily, nurse

I consider the **doctors, nurses, paramedics** and **secretaries** as my VBHC team
Key findings: teamwork in VBHC teams

Shared perspectives on effective interprofessional collaboration in VBHC teams **cannot be taken for granted**

When I think they truly know about my **expertise or capabilities**

When I can **always call them if I think it's necessary**

Oliver, doctor

Emily, nurse
Key findings: leadership in VBHC teams

Working in VBHC teams demands **specific structures of leadership**, from **formal** and **informal** leaders.

My VBHC team already has three formal leaders, so I don’t feel the **opportunity** or **necessity** to engage in leadership.

Emily, nurse
Concluding remarks

Managerial aspects, such as **implementation of change**, **teamwork** and **leadership**, have an impact on how VBHC implementation evolves in hospitals.
In its current form, VBHC remains a broad management concept for which evidence of its effectiveness remains absent.
Take home messages

Hospital managers are encouraged to evaluate not only implementation outcomes, but also VBHC implementation processes.

There is a role for managers, professionals and scholars to establish shared perspectives on collaboration and find appropriate leadership structures for IPUs.
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Emily’s story
Thank you!

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