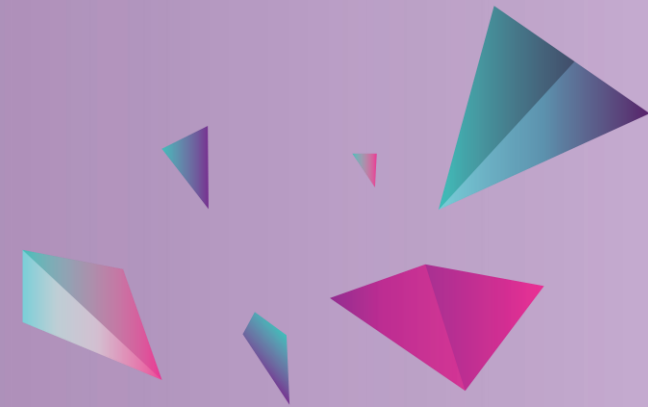


EHMA 2024

Shaping and managing
innovative health ecosystems



A managerial perspective on value-based healthcare

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#EHMA2024

A managerial perspective on value-based healthcare

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



I consider the doctors, nurses, paramedics and secretaries as my VBHC team

Emily, nurse



Key findings: teamwork in VBHC teams

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

Oliver, doctor



When I think they truly know about my expertise or capabilities



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

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

Take home messages

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 IPU's

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Emily's story





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Thank you!

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